ROYAL BC MUSEUM

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Annual Report 2006-2007

ORGANIZATIONAL OVERVIEW

SUMMARY DESCRIPTION AND PRIMARY BUSINESS

The Royal BC Museum Corporation, located on Victoria's Inner Harbour, consists of the Royal BC Museum, British Columbia Archives, Helmcken House, Thunderbird Park, Mungo Martin Big House (Wa'waditla), St. Ann's Schoolhouse, and the Netherlands Carillon. The primary purpose of the RBCM is to collect, preserve, and interpret the artifacts, specimens and documents that tell the story of British Columbia, and to share that story with the world.

BENEFIT TO PUBLIC

The work of the RBCM benefits the public by:

- Developing and preserving collections for current and future generations;
- Sharing the natural history and human story of British Columbia with the world through the physical environs of the RBCM site, regional programs and internet access to the collections and archives;
- Supporting education through the provision of materials, programs and complimentary student admissions;
- Supporting research through projects and by providing access to the collections and archives;
- Contributing to the provincial economy as a tourism destination of choice; and
- Managing the archival records of the Government of British Columbia.

DIRECTION FROM GOVERNMENT

A Shareholder's Letter of Expectations between the Shareholder and the RBCM was signed in 2006. This letter is an agreement of the respective roles and responsibilities of each and serves as the basis of agreement between the Shareholder and the RBCM including high-level performance expectations, public policy issues and strategic priorities. This letter is located on our website at www.royalbcmuseum.bc.ca/explore/corporate.html.

CORE BUSINESS AREAS, PROGRAMS AND SERVICES

The RBCM is organized into five operating areas, and has two core business functions to meet our strategic goals:

1. Collection development and preservation; and
2. Interpretation and sharing of British Columbia's human and natural history

Access and Information Management

Provides public access to artifacts, specimens and archival material, including images and documents. As the Archives of BC, collects private documents of provincial significance, manages government archival records and extends virtual access to the collections through the RBCM website. Director: Gary Mitchell

Chief Financial Office

Manages financial and related functions including strategic budget development, financial management, information technology, policy development, business planning, risk management, legal services, and financial analysis. Director: Faye Zinck

Curatorial Services

Develops, preserves and manages the collections, and ensures the safety and longevity of all artifacts, specimens and archival records in the RBCM's care. Conducts research and ensures the collections and knowledge resident in the collections is available to other researchers and the public. Director: Grant Hughes

Exhibits and Visitor Experience

Interprets the collections and the knowledge resident in the collections through the design, construction, installation and maintenance of exhibits and through the development and delivery of public programs. Director: Tim Willis

Business and Operational Services

Provides services to the public, to employees and volunteers, including property management and operations; stewardship of revenue collected through admissions; and human resource management services. Projects the public image of the RBCM through media relations, advertising, sponsorship and promotions, public relations, corporate communications, outside sales and publications. Director: Angela Williams

PRODUCTS AND SERVICES PROVIDED

The RBCM provides the following products and services:

- Collection, preservation, research and interpretation of the province's natural and historical artifacts, specimens and documents, including government documents;
- Permanent exhibits that tell the natural history and human story of British Columbia;
- Temporary exhibits that showcase special traveling displays that attract tourists and encourage repeat visitation;
- Special programming that invites the attendance and participation of local British Columbians and tourist audiences;
- Partnerships with local businesses and the tourism sector to boost visitation to the province's capital and contribute to the provincial economy;
- Educational and research support for students, teachers and scholars;
- Regional programming, internet access and virtual exhibitions;
- Management and maintenance of the physical site, consisting of the Royal BC Museum, British Columbia Archives, Helmcken House, Thunderbird Park, Mungo Martin Big House, St. Ann's Schoolhouse and the Netherlands Carillon;
- Ancillary services including retail (which provides a venue for BC artists) and food services; and
- A means for donors who wish to donate artifacts/archival documents for long-term preservation.

HOW SERVICES ARE DELIVERED

The RBCM delivers its services in a variety of ways:

- Physical delivery of exhibits and programming and in-person access to the collections and archives;
- Electronic access to the collections and archives, through finding aids and the internet;
- Publications and research papers; and
- Delivery and support for regional programming in selected (rotating) areas of the province.

PRINCIPAL PARTNERS, CLIENTS AND STAKEHOLDERS

Principal clients and stakeholders include federal, provincial and municipal government, community organizations, First Nations, local businesses through the Chamber of Commerce; tourism industry organizations, cultural and heritage groups, our Board of Directors, staff, and volunteers; the Friends of the BC Archives; and the Friends of the Royal BC Museum Foundation. The RBCM works in partnership with the National Geographic IMAX Theatre and with the on-site food services provider, Willie's Bakery; and with preferred caterers Fairmont Empress, Truffles Group, Feys & Hobbs Catered Arts and Coast Victoria Harbourside Hotel & Marina.

FUNDING AND REVENUE

Sixty-six percent (66%) of the RBCM's core collections preservation and management, operations and activities are funded through the Province of British Columbia. The balance is funded through earned revenue that is comprised of admissions, access service fees, fundraising, related retail and food services operations and royalties from the National Geographic IMAX Theatre. Funds are also provided through the Friends of the Royal British Columbia Museum Foundation.

LOCATION OF OPERATIONS

The RBCM is physically located at 675 Belleville Street in Victoria, BC. In addition to the delivery of services at its physical location, comprehensive province-wide research, educational, and access services are provided via the internet at www.royalbcmuseum.bc.ca.

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Our Vision

Revealing British Columbia, inspiring wonder.

With a passionate commitment to research, education and public involvement, the Royal BC Museum Corporation is proud to be among the finest cultural institutions in the world.

Mandate

The Royal British Columbia Museum Corporation is dedicated specifically to the preservation of, and education about, the human and natural history of British Columbia. Its purpose is to fulfill the Government's fiduciary responsibilities for public trusteeship of the provincial human history, natural history and archival collections and exhibits, and to preserve these collections for future generations of British Columbians.

Mission

To explore and preserve British Columbia's human history and natural history, to inspire curiosity and wonder, and to share our story with the world.

Values

- Accountability to public expectations and concerns.
- Responsible stewardship of the collections and information entrusted to our care.
- Respect for diversity.
- Respect for people and partnerships.
- Objectivity in our work.
- Environmental responsibility.
- Excellence in all we do.

Master Plan Vision for Transformation

Our vision is to transform the museum and archives for the next generation. We have a vision and a plan which outlines the steps necessary to create new experiences, to preserve and add to our collections and to tell the stories of us all – the people of British Columbia – past, present and future:

- A facility that is visually compelling, architecturally stunning and distinctly BC
- World-class reference space allowing global access to BC's documentary holdings and collections
- BC themed dining
- Additional gallery spaces with innovative exhibit and education spaces using modern technology
- Collection spaces capable of preserving and maintaining 7 million objects valued at over $190 million
- Distinctive shops featuring BC artisans, authors and merchandise, and
- BC themed public spaces.

Enabling Legislation

The Royal BC Museum Corporation is a Crown Corporation created in 2003 under the *Museum Act*. "RBCM" or "Corporation" means the Royal BC Museum Corporation throughout this document. The *Museum Act* mandates the Corporation to fulfill the government's fiduciary responsibilities for public trusteeship of the provincial human history, natural history, and archival collections and exhibits, including specimens, artifacts, archival records and other materials that illustrate the natural history and human history of British Columbia. The Royal BC Museum Corporation is the Archives of the Government of British Columbia. The collections are preserved for current and future generations of British Columbians.

Major Programs

- Development, management and care of the collections.
- Public access to the collections.
- Exhibit development.
- Research and interpretation.
- Public and community education.

Principal Markets

The RBCM services the following principal markets:

- Citizens of British Columbia;
- Visitors to the site;
- Researchers;
- Educators and students;
- Tourism industry;
- Other heritage organizations, locally, provincially and nationally;
- Communities throughout the province; and
- People throughout the world seeking information, via our websites and publications.

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Front cover: Thanks to the generosity of a member of the Friends of the Museum Foundation, the RBCM was able to purchase this mountain sheep horn ladle from the Dundas Collection.

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John Walton

MESSAGE FROM THE CHAIR TO THE MINISTER RESPONSIBLE

On behalf of the Board of Directors of the Royal BC Museum Corporation, I am pleased to present the Corporation's 2006-2007 annual report.

The Corporation made tremendous advances last year in its mission to preserve, explore and illuminate the story of British Columbia for this province's citizens and for the world. That task calls on us to safeguard materials of provincial significance so future generations may enjoy them, and to do so in a way that is responsible to taxpayers, donors, sponsors and other museum and archives supporters alike.

In my final year as Chair of the Board, I am proud to report the Corporation met its service plan financial targets last year, compared to an operating loss of $739,014 the previous year. This remarkable, positive financial turnaround is due largely to the provincial government granting the Corporation title to its land and buildings in March 2006; through which the RBCM was able to employ mitigation strategies to directly address admission revenue declines due to the drop in local tourism.

With stronger control over its property and related expenditures, the Corporation was able to meet – and in many cases exceed – its service plan targets and achieve a series of critical financial, operational and planning objectives last year.

These outcomes reflect steps the Corporation took to adapt to an ever-changing economic and social climate. Public outreach programs were expanded dramatically, and ongoing work to develop exhibits for this year and next significantly enhanced public awareness of the museum and archives scope, services and programming. Eighty-five (85%) per cent of British Columbians – over 3.4 million people – are now familiar with the Royal BC Museum and BC Archives in one way or another, a marked increase over past years' results of seventy-seven (77%) per cent.

Like other institutions of its kind, British Columbia's provincial museum and archives faced challenges last year and strived to overcome them. The tourism market in Victoria suffered due to the uncertainty about passport requirements for US visitors. The Corporation last year balanced these external market forces with the ongoing demands of managing a growing collection and addressing public expectations by planning a needed revitalization of its facilities and creating a long-term strategy.

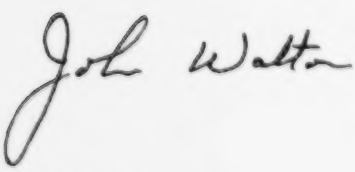
British Columbians have trusted the museum and archives for more than 120 years to share this province's stories and protect the artifacts, specimens and documents

that bring those stories to life. With the transformation of the Royal BC Museum and BC Archives into a Crown corporation four years ago, our organization has done much work to plan for the next 120 years and beyond.

The vision of a revitalized museum and archives will take commitment, however. A strong organizational culture, continued community support, investment from governments at every level to meet provincial and national priorities, and enhanced relationships with the business community are all vital to ensuring these treasured British Columbia institutions succeed.

This is more than a matter of buildings, environmental controls and research projects. The master plan developed by the Corporation over the past four years and the business plan completed last August are calls to action. Together, they point the way to the museum and archives of the future, institutions to educate and inspire generations to come and ensure people the world over will always understand why British Columbia truly is the best place on Earth.

The 2006-2007 Royal BC Museum Corporation annual report was prepared by the Chief Executive Officer and staff under Board direction in accordance with the *Budget Transparency and Accountability Act*. The Board, through its direction to the CEO and its review of this report, which includes reporting on performance measures and targets, is responsible for the report. This annual report is consistent with government's strategic priorities and overall strategic plan. All significant assumptions, policy decisions and identified risks as of March 31, 2007 have been considered in preparing this report. The Board provides direction to the CEO, who in conjunction with RBCM staff is accountable to the Board for ensuring the Royal BC Museum Corporation achieves the specific objectives identified and for measuring and reporting actual performance to the Board.



John Walton
Chair, Board of Directors, Royal BC Museum Corporation

Pauline Rafferty

CEO'S REPORT

These are exciting times for the Royal BC Museum Corporation. For more than 120 years, British Columbians have trusted this cultural institution to preserve, explore and share with the world the story of British Columbia. Yet today we recognize the RBCM is very much in a new era. Transformed into a Crown corporation in 2003 and last year given title to its land and buildings, the RBCM is being called upon to become more financially self-sustaining and ever-more responsive to the priorities of British Columbians

This past year, the Royal BC Museum rose to these challenges and took great strides in three key areas:

- being a responsible owner and steward;
- focusing on our people and how we operate; and
- building stronger connections to the community.

In 2006, the Government of British Columbia transferred to the Corporation the title for the land and buildings in Victoria's cultural precinct. This brought both great opportunities and tremendous responsibilities.

First, it has given the Corporation some autonomy to plan a reinvigoration of the site. This revitalization – an ambitious, long-term project – will allow the Corporation to continue meeting the needs and expectations of visitors, researchers and the people of British Columbia for generations to come. To realize this vision, we have developed a master plan and a business plan and begun taking steps to bring them to fruition.

At the same time, however, we have recognized the need to ensure our existing facilities will continue to make British Columbians proud of their Royal BC Museum and British Columbia Archives. It must remain a place of enlightenment, inspiration and wonder, a place that is safe, welcoming and attractive to all. To that end, as responsible owners, we have assessed the condition of our buildings, site infrastructure, utility and computer networks and even our most basic storage systems. We have established what needs to be done and developed strategies for addressing these priorities, both in the short and medium terms. Indeed, many improvements were already made to better safeguard the provincial collections and holdings, and maintain the RBCM's reputation as one of the premier museum and archives in North America.

That is a reputation we have earned because of our people, the team of staff, associates and volunteers who give life to our exhibits and collections and meaning to our visitors' experiences. The RBCM is committed to innovative recruitment processes, ongoing training opportunities, forward-thinking succession planning and well-deserved recognition for those who make this institution great. Our *People Plan*, completed this year, dovetails with our strategic and business plans to address both current operations and future needs.

As part of this long-term strategy, we established a new Director of Development position this year. This Director will be responsible for fundraising, partnership development and strategic initiatives. These will be key to helping us become the museum and archives of the future, an institution better connected with communities across BC and communities of interest around the world.

We are not waiting for the future to come to us, however. We have already taken steps to help British Columbians reconnect with their museum and archives. Free admission periods, expanded opportunities to meet archivists and curators directly, broad new access via the Internet and participation in more professional seminars are just some of the new measures implemented this year.

Our mandate is to share the story of British Columbia with the world, to educate, spark a ray of enlightenment and advance our shared understanding of this special place. The Royal BC Museum and BC Archives is fulfilling that mandate, honouring the traditions that have made us British Columbia's premiere museum and archives for more than 120 years. And we are excited about the journey ahead.

Pauline Rafferty
Chief Executive Officer, Royal BC Museum Corporation

REPORTING ON PERFORMANCE

The following report measures performance against the 2006/07 Service Plan. There have been no significant changes from that plan. Consistent with the Royal BC Museum Corporation's continuous improvement management principles, the 2006/07 Service Plan was refined to reflect a strategy focused on two key goals – the collection and visitor experience. The Service Plan also focuses on five core objectives which are: an Engaged Workforce; a Collection that is representative of the human and natural history of BC – preserved for future generations; a Visitor Experience that ensures new and repeat visitation; a Brand that is viewed as an ever-changing source of knowledge, discovery and entertainment; and Financial Growth through increasing and diversifying revenue and prudent expenditure management. Comparisons are based solely on results that equate to 2006/07 measures.

CORPORATE REPORT CARD

Goals, Objectives, Strategies, Measures and Targets

The RBCM has revised objectives, strategies, measures and targets included in the previous service plan to enhance the focus on key aspects of performance which enable the RBCM to determine its success in a variety of areas, and against the goals we have set for the organization.

Goal 1: The Collections
Collections representative of the human and natural history of BC, accessible and preserved for current and future generations.

Strategy - Collections enhancement
Build, develop and improve the collections through accessions, de-accessions, preventative conservation and treatment, documentation, and display in accordance with the Collections Development Plan and the Collections Risk Management Plan.

Performance Measures	2005/06 Forecasts / Baseline	Targets		
		2006/07	2007/08	2008/09
Number of new acquisitions	Baseline to be forecast based on actual acquisitions to Jan. 06	Number of new acquisitions: 200 artifacts 1000 specimens 2000 archival record boxes	Number of new acquisitions: 200 artifacts 1000 specimens 2000 archival record boxes	Number of new acquisitions: 200 artifacts 1000 specimens 2000 archival record boxes
		Results		
		2004/05	2005/06	2006/07
		not measured	not measured	116 human history accessions (414 artifacts/objects); 10,919 specimens; 0 archival record boxes from government; 8 private collections accessioned Highlights described in body of this report

Definition of Measure: This measure is the physical count of items accepted for acquisition. Items housed in storage boxes (file folders) or containers (specimens catalogued as "lots") as enumerated by box or container.

Target Rationale: The Collections Committee follows the Collection Development Plan and approves acquisitions of significance to BC and de-accessions. Based on existing resources and stable staffing; this is the maximum number of acquisitions the RBCM can manage in one year.

Sources of data: Tracked manually on spreadsheets from actual acquisitions received.

Performance Measures	2005/06 Forecasts / Baseline	Targets		
		2006/07	2007/08	2008/09
Collections preservation costs	Baseline established in 2005/06	Baseline plus increases in building and operating costs per item preserved. Item will be reviewed annually to incorporate changes to building and operating costs.	Baseline plus increases in building and operating costs per item preserved. Item will be reviewed annually to incorporate changes to building and operating costs.	Baseline plus increases in building and operating costs per item preserved. Item will be reviewed annually to incorporate changes to building and operating costs.
		Results		
		2004/05	2005/06	2006/07
		not measured	$0.14 per object, specimen or container based upon conservation and building costs to house the collection	$0.14 per object, specimen or container based upon conservation and building costs to house the collection (note: both building costs and size of the collection increased resulting in same cost of preservation as previous year)
Definition of Measure: Preservation Costs = (Building occupancy costs for storage areas + conservation staff salaries + capital and operating purchases for collection storage units) / number of archival records, artifacts and specimens in the collection.				
Target Rationale: The baseline is described for the existing collection in 2005/06. New collection acquisitions will be assessed, in part, by whether they have above-baseline costs for preservation.				
Sources of data: Collections databases and actual costs to preserve.				

Performance Measures	2005/06 Forecasts / Baseline	Targets		
		2006/07	2007/08	2008/09
Risks to collections	Listing of major risks to the collections • Ornithology and archaeology • Audio-visual material and electronic records • Buildings storing artifacts	Reduce risk to ornithology and archaeology collections	Reduce risk to audiovisual collections, electronic records	Reduce risk to locations without fire suppression systems
		Results		
		2004/05	2005/06	2006/07
		not measured	Risk Assessment completed in this fiscal year	Cold storage planning of location/sizing is complete Ornithology project deferred as grant funding application was not approved Archaeology risk reduction 90% completed
Definition of Measure: The measure is defined for each collection as: "likelihood of a loss multiplied by anticipated loss of value X, (the number of objects that would be affected)".				
Target Rationale: The Collection Risk Management Plan identifies the highest risks to the collection on a probability basis. The rationale for the target is to reduce the likelihood of loss of value to the collection in the most efficient manner.				
Sources of data: Manual collection of data related to reduction of risks.				

Performance Measures	2005/06 Forecasts / Baseline	Targets		
		2006/07	2007/08	2008/09
Productivity/ Efficiency	Unit cost per inquiry – $14.31 (based on 1,525 logged inquires)	Cost per inquiry – to be maintained 95% of new holdings accessible within 12 months Implement new collection management computer system	Cost per inquiry – to be maintained 95% of new holdings accessible within 12 months Migrate all data and standardize reporting from system	Cost per inquiry – to be maintained 95% of new holdings accessible within 12 months Implement website module for collections management system
		Results		
		2004/05	2005/06	2006/07
		not measured	Curatorial responded to 7789 inquiries Access Services (Archives) responded to 3651 inquiries Average cost per inquiry $17.18 based on departmental records	Curatorial Services $16.64 (based on 7487 inquiries, 95% completed within 10 days) Access Services $30.00 (based on 11,867 inquiries, 99% completed within 5 working days for archives technician (general questions, little if any heavy research) 15 working days for archivists (involves deeper research)

Definition of Measure: Cost per inquiry = (Time spent by staff multiplied by wages and benefits) per inquiry related to the collection or its information. Accessibility = Collection data is catalogued, fully computerized, and accessible within 12 months of acquisition.

Target Rationale: Cost per inquiry allows for a measure of meeting the customers' needs and allows for comparison with other organizations and industries.

Sources of data: Manual collection of data and time logged to respond to inquiry.

Goal 2: The Visitor Experience
A visitor experience at the cultural precinct that ensures new and repeat visitation.

Strategy - Exhibit and program development
Combine research resources, new acquisitions and current collections so that the development of the exhibits and programs will reflect the significance of BC's human and natural history in an engaging and memorable way for all of our visitors.

Performance Measures	2005/06 Forecasts / Baseline	Targets		
		2006/07	2007/08	2008/09
% increase in usage of RBCM services	2005/06 Baseline established	Review strategy and broaden it to include baseline comparisons of costs per visit	Review strategy and broaden it to include baseline comparisons of costs per visit: • Actual vs. virtual • % of per capita of BC residents • % of participation from school population	Review strategy and broaden it to further include tracking all programs and associated expenses
		Results		
		2004/05	**2005/06**	**2006/07**
		484,909 paid visitors 40,122 complimentary (free) visitors (attendance significantly influenced by *Eternal Egypt* blockbuster exhibition)	318, 808 paid visitors 34,435 complimentary (free) visitors 42 million hits to the website	• 294,772 paid visitors • 32,248 complimentary (free) visitors • 19,910 BC students, 5,227 Chaperones and 510 Attendants from 2,996 schools • 13,487 visitors in tour groups • 42 million hits to the website through 1,871,365 unique IP addresses and website views • 43.71% BC residents • 42.7% of visitors are "new"; 21.8% have come 4 or more times

Definition of Measure: Includes both physical and virtual visits to the galleries, group bookings for schools, and other programs.

Target Rationale: Determines the relevance of our programs and galleries to the general public. Increased visitation based on expectations of improved services.

Sources of data: Software applications - Baseline comprises: Actual onsite visits to galleries, school programs, noon hour talk participation, Helmcken House Program, etc., plus number of hits to our website.

Performance Measures	2005/06 Forecasts / Baseline	Targets		
		2006/07	2007/08	2008/09
Service levels and quality (including client and visitor satisfaction)	Visitor satisfaction level of 8.9/10	Visitor satisfaction level of 8.9/10	Visitor satisfaction level of 8.9/10	Visitor satisfaction level of 8.9/10
		Results		
		2004/05	**2005/06**	**2006/07**
		Visitor satisfaction 8.9/10	Visitor satisfaction 8.9/10	Visitor satisfaction at 9.1/10 90.5% of visitors rated their experience as good to excellent (44.5% Excellent 46.0% Good)

Definition of Measure: Based on the results of visitor exit surveys conducted by an independent firm - I-Count Surveys.

Target Rationale: Improve level of service related to exhibitions and programs.

Sources of data: Based on exit surveys and comment cards.

Performance Measures	2005/06 Forecasts / Baseline	Targets		
		2006/07	2007/08	2008/09
Service levels and quality	100% of requests completed within time period established	100% of requests completed within time period established	100% of requests completed within time period established	100% of requests completed within time period established
		Results		
		2004/05	2005/06	2006/07
		96% answered within 10 days	94% answered within 10 days	98.5% of requests completed within time period established
Definition of Measure: Curatorial measures of satisfaction based on surveys of curatorial requestors and the number of days to respond to requests.				
Target Rationale: Maintain an appropriate response time to requests for information.				
Sources of data: Manual tracking using spreadsheets.				

Performance Measures	2005/06 Forecasts / Baseline	Targets		
		2006/07	2007/08	2008/09
Increase alternative sources of revenue (fundraising, prov./ fed. government grant contributions)	$4.8 million in earned revenue related to RBCM Services $0.7 million endowment fund established at Victoria Foundation	1% increase in earned revenue over 2005/06 10% increase in endowment over 2005/06	1% increase in earned revenue over prior year 10% increase in endowment over previous year	1% increase in earned revenue over prior year 10% increase in endowment over previous year
		Results		
		2004/05	2005/06	2006/07
		$9.1 million in earned revenue (revenue significantly influenced by *Eternal Egypt* blockbuster exhibition and higher blockbuster admission rate)	$5.9 million in earned revenue	$5.2 million in earned revenue ($0.3 million over baseline 05/06) $1.4 million endowment established at Victoria Foundation (100% increase over 05/06)
Definition of Measure: Increase in earned revenue from services, admissions to galleries and fundraising.				
Target Rationale: Growth of revenue generating services. Endowment funds provide long-term sustainability for RBCM operations.				
Sources of data: Audited financial statements.				

Strategy – Community Outreach Maintain outreach services to regional communities.				
Performance Measures	**2005/06 Forecasts / Baseline**	**Targets**		
		2006/07	**2007/08**	**2008/09**
Impact of regional programming in BC communities	Develop new strategy to showcase outreach programs	Implement new strategy to showcase regional outreach program	TBD	TBD
		Results		
		2004/05	**2005/06**	**2006/07**
		not measured	not measured	Program strategy to be developed in conjunction with BC2008 (BC's 150th Anniversary) project
Definition of Measure: Regional-based activity where local human and natural history is presented for community-based learning.				
Target Rationale: Expose BC collections and information on human and natural history to regional communities.				
Sources of data: TBD				

Strategy – Awareness and interest of visitors Build the RBCM's brand – increase awareness and understanding of the RBCM and show its existing products and services. Expand market interest in RBCM products and services.				
Performance Measures	**2005/06 Forecasts / Baseline**	**Targets**		
		2006/07	**2007/08**	**2008/09**
Brand awareness	77% provincial awareness This is based on third-party research.	80% provincial awareness	85% provincial awareness	90% provincial awareness
		Results		
		2004/05	**2005/06**	**2006/07**
		not measured	75%	85% Angus Reid Strategies On-Line Omnibus Survey February 12-28, 2007 535 BC residents responded @ 85% awareness = +/- 4.8% margin of error 3,014 responses Canada wide @ 30% awareness = +/- 1.8% margin of error overall
Definition of Measure: Awareness is defined as those British Columbians who are familiar with the RBCM brand on an unaided basis.				
Target Rationale: Brand awareness is directly linked to understanding and support. In order for the RBCM to increase British Columbian's interest in and support for the work of the RBCM, it must also increase awareness of its work among all British Columbians. As a provincial institution, the RBCM should be able to achieve an awareness level of 90%.				
Sources of data: Survey completed by third party.				

Performance Measures	2005/06 Forecasts / Baseline	Targets		
		2006/07	2007/08	2008/09
Increase visitation among British Columbians	16% of British Columbians current visitors to RBCM	17%	18%	20%
		Results		
		2004/05	2005/06	2006/07
		not measured	not measured	For Period Dec 26 to Jan 9, 2007 (Christmas vacation) 81.8% Canada 73.8% BC 56.4% Victoria 17.3% Other BC 8% Other Canada 12.6% USA 5.6% Outside USA/ Canada For Period Mar 9 to Mar 24, 2007 (spring break) 78.2% Canada 66.3% BC 25.7% Victoria 40.6% Other BC 11.9% Other Canada 10.7% USA 2.8% Europe 2.6% China 5.7% Other Country Survey conducted by: I-Count Survey 1.8% to 3.3% margin of error 19 times out of 20
Definition of Measure: Visitation is defined as those British Columbians who have physically visited the RBCM in the past two years.				
Target Rationale: A visitation level of 20% is an ambitious but achievable measure based on the RBCM's Island location and the overall population distribution of British Columbia.				
Sources of data: Survey completed by third party.				

Strategy – Employee Satisfaction
Maintain a skilled, flexible and committed workforce, including volunteers – conduct an annual employee satisfaction survey and develop and implement a plan of action to address issues raised by the survey over the next 12 months.

Performance Measures	2005/06 Forecasts / Baseline	Targets		
		2006/07	2007/08	2008/09
Employee satisfaction	Actual results in 2005 is 3.53 on a scale of 5	Achieve an average of 3.6 out of 5 or higher	Achieve an average of 3.7 out of 5 or higher	Achieve an average of 3.8 out of 5 or higher
		Results		
		2004/05	2005/06	2006/07
		3.44 out of 5 (range of mean = acceptable)	3.53 out of 5 (range of mean = good)	Employee Survey deferred to May 2007 because the 2005 survey resulted in a number of activities that were underway from January 2006 to March 31, 2007.
Definition of Measure: The survey is intended to assess staff attitudes about: leadership, corporate culture and values, teamwork, growth and development, managing change, work-life balance, supervision and internal communication.				
Target Rationale: The annual employee survey is intended to assess employee attitudes and opinions about the current work environment at RBCM and identify opportunities to enhance employee satisfaction, productivity and commitment to the RBCM's vision. The survey is at a +/- 5.2% at a confidence of 95% (19 times out of 20).				
Sources of data: Survey completed by third party.				

BRITISH COLUMBIA'S CONNECTION TO YESTERDAY, TODAY AND THE FUTURE

For over 120 years, the Royal BC Museum Corporation has been British Columbia's provincial museum (est. 1886) and archives (est. 1889), dedicated to discovering, preserving and sharing the story of this province with its citizens and with the world. Today, it is responsible for the stewardship of more than 7 million artifacts, documents and specimens of British Columbia's natural and human history, each cared for with passion, reverence and a view to the future.

The RBCM is also a place where people gather to share experiences and learn more about our province. It is a vibrant, changing and growing cultural institution that educates visitors, engages the local and provincial communities and reaches out across the globe to deepen the public understanding of all that makes British Columbia the special, unique place it is.

The RBCM, as an organization, is also a significant property owner and manager. Last year saw the Corporation assume title to its land and buildings after the Government of British Columbia transferred this ownership responsibility from the BC Buildings Corporation on April 1, 2006. With a site nearly two hectares in size in the heart of the provincial capital, it is an exciting and dynamic property to manage. The RBCM is actively planning for its future while ensuring it is a safe, attractive facility for visitors to enjoy today.

As a home to research, conservation work and public programming, the RBCM has long realized its most significant asset is its people. It is committed to creating an excellent workplace that values and develops staff members throughout their careers and recognizes volunteers for their incredible contributions of time, energy and talent.

The provincial museum's first curator, John Fannin, setting up a display.

BRINGING THE PAST TO LIFE, PROTECTING IT FOR THE FUTURE

The RBCM is responsible for the stewardship of more than 7 million artifacts, documents and specimens of BC's natural history and human history. For more than 120 years, the staff, curators, archivists and directors at the museum and archives have taken on that responsibility with reverence and passion.

This early diorama features a nesting Pie-billed Grebe.

The RBCM's collections and holdings are kept in trust for all British Columbians. Each object and record must be safeguarded to the greatest extent possible. The RBCM strives at the same time to broaden public understanding and share openly the body of knowledge available about exhibits, galleries and items in the collections and holdings.

Volunteer docents gathered with Mary Helmcken and curators Bob Griffin and Lorne Hammond to celebrate the successful summer season in Helmcken House and St Ann's Schoolhouse.

Those seemingly competing interests are balanced at the RBCM through a complex series of processes. Potential risks to the collections are assessed, and mitigation strategies are pursued. Determinations are made about what items are most appropriate to display and how their presentation can be enhanced to best share the story behind them. New objects are acquired into the RBCM's collections, and existing holdings are loaned out to researchers, institutions and exhibitors around the world. And all of it is documented to ensure the collection is preserved for future generations.

Collections Risk Analysis

The RBCM has become a leader in Canada in the field of collection risk-management analysis, work that continued last year.

Risks to the RBCM's collections and holdings vary from fire, water, theft and vandalism to potential neglect due to a lack of computerized records. The nature of the collections and holdings themselves vary just as much, from ancient pollen grains to early industrial tools; fossil specimens to one-of-a-kind moving images; and from specimens of animals to historical buildings such as Helmcken House and St. Ann's Schoolhouse. The RBCM has a larger and more diverse set of collections and holdings than other provincial museums and archives across the country. The risk-management analysis, a process to which 1,000 hours of staff time was committed, has painted a clearer picture than ever of the importance of good stewardship and of steps that should be taken to safeguard RBCM collections and holdings for the future.

A study supported by a cost-sharing grant from the federal Department of Canadian Heritage, the RBCM last year engaged an engineer to recommend an appropriate cold-storage solution for audio-visual materials in the collection and holdings. Items such as film, videotape and photographic prints deteriorate if not stored in a cold environment, and addressing the need to preserve these types of materials was the highest priority identified by the RBCM's analysis. The engineering report was being completed and prepared for submission to the RBCM's executive as the fiscal year drew to a close.

In another initiative, waterproof containers were purchased to store archaeological soil samples collected from around British Columbia. These samples could previously have been damaged or lost entirely in the event of a water leak at the storage facility in which they are kept.

These two steps help preserve records of BC's social history and samples of the province's natural environment for future generations and for review with investigative techniques yet to be developed. Still, the RBCM's risk-management analysis has identified many more issues that need to be addressed, and continued vigilance will be necessary to ensure those parts of the BC story that have been captured are not soon lost to the future.

St Ann's Schoolhouse.

PRESENTING THE COLLECTION

British Columbians can best realize the value of the RBCM's collections and holdings only if they are shared, and this, too, is a function of stewardship. Staff from technical arts, conservation and exhibit areas work together and with contracted tradespeople to provide safe, environmentally controlled and aesthetically pleasing displays and gallery spaces.

This approach was employed in 2006-2007 when Premier Gordon Campbell announced the Kermode bear would become BC's official provincial mammal. The Royal BC Museum holds three specimens of Kermode bears, which are named for Francis Kermode, one of the early directors of the provincial museum. Acquired by Mr. Kermode more than 100 years ago, these specimens had last been displayed over 40 years ago.

Following the premier's announcement, RBCM staff from different disciplines teamed up to develop a display based on the specimens, building a new display case, gathering appropriate items to include and writing supporting information to post for the public. It's an example of the RBCM responding to current issues and drawing on its own resources and collections to help illuminate a part of the BC story for British Columbians and others who visit the Royal BC Museum and BC Archives.

Illumination of a different variety was the subject of another stewardship initiative in 2006-2007, the creation of a new lighting plan for the First People's galleries on the third floor of the museum. More than 30 years after their installation, the original lighting fixtures in these permanent galleries have reached the end of their useful service, and new lighting is needed.

Premier Gordon Campbell and RBCM CEO Pauline Rafferty unveil the Kermode bear display in the Natural History Gallery, April 4, 2006.

No simple task, the first phase of an overall lighting plan will involve months of work replacing more than 300 fixtures used to light totem poles, individual display cases and larger areas in the First People's galleries. Teams of people will assemble after public viewing hours to take display cases apart, remove artifacts for cleaning and documentation about their condition, remove old lighting ballasts, rewire electrical services and install new flooring and new lighting fixtures. Then the cleaned display cases and artifacts will be reinstalled.

It is a significant amount of activity to coordinate. The lighting plan developed last year and to be implemented in 2007-2008 will take advantage of modern lighting technologies that are safer, cooler and up to 70 per cent more energy efficient than the old ballasts. It is a plan that benefits visitors, staff, the exhibits and the facilities themselves by enhancing safety, improving control over the gallery environment and reducing costs.

ACQUISITIONS AND LOANS

The RBCM seeks to expand the provincial collections and holdings where possible to add to the understanding of British Columbia's natural history and human history.

A mountain sheep horn ladle from the Dundas Collection of northwest coast First Nations art originally acquired in 1863 by Rev. Robert Dundas at Old Metlakatla, near Prince Rupert, is among the RBCM's significant acquisitions from the past year (see front cover). The Royal BC Museum is proud to be the lead museum organizing a tour of *Treasures of the Tsimshian from the Dundas Collection*, a superb exhibit of 40 pieces from the original 80-piece collection which was bought at auction in October 2006 by Canadian philanthropists. The RBCM is working with the current private owners of the collection, the Museum of Northern BC and the Allied Tsimshian Tribes, to make the exhibition possible.

Part of a Limoges porcelain dinner service purchased in 1923 by Premier John Oliver as a wedding present for his daughter, Ellen, and her new husband.

Exhibiting items from the Dundas Collection will bring to life an important aspect of the history, culture and traditions of the Tsimshian peoples of northwestern British Columbia. And by acquiring a horn ladle from that collection, the RBCM is ensuring the story can continue to be shared with the public for generations to come.

Also last year, the RBCM was honoured to receive a complete set of Limoges china once owned by former Premier John Oliver and his wife. The six-place dinner service was purchased by Oliver, premier of British Columbia from 1918 to 1927, as a wedding present for his daughter, Sarah Ellen, who married Francis Runnalls in Grand Forks in 1923. The china set features simple lines and hand-painted gold bands on its rims and handles and is in excellent condition. The RBCM was delighted to acquire it with the help of the Delta Museum, which recognized the Limoges could be of provincial significance and highlight an interesting story from BC's past.

Once acquired, many items in the RBCM's collections and holdings are loaned out to other museums, archives, research institutions and cultural organizations. For example, works by Emily Carr from the BC Archives were on loan last year to the National Gallery of Canada for a touring exhibition across the country. Items from the RBCM's collection of Haida First Nations materials formed a significant part of a Vancouver Art Gallery exhibition.

Thousands of objects and specimens from the RBCM are on loan at any one time to organizations throughout Canada, across North America and as far afield as Europe. Such loans extend the reach of the RBCM's collections and holdings and further share the rich, fascinating story of British Columbia with a worldwide audience.

Sharing BC's Story – Inspiring a New Generation that Loves BC

Given the RBCM's mandate for telling British Columbia's story, education and the sharing of information are central to every public activity it undertakes. Recognizing the myriad ways in which people learn, the RBCM has become adept at communicating and educating through multiple channels and to an ever-widening array of audiences.

Scientific reports. Published articles and books. A website that now draws 42 million hits per year through 1.8 million unique IP addresses. These are all part of the continuum, part of how the RBCM shares information and knowledge about the natural and human history of this province. Yet it is through exhibits, public programs, and the opportunity to learn through the archives – interactive, multi-layered – that the RBCM can touch visitors, bring the past to life and spark a ray of enlightenment.

Adding to that further is a commitment to make the RBCM's curators, scientists and other subject experts accessible to the public on a daily basis. Offered free with admission, the RBCM's *Discover* programs are 30-minute presentations covering natural history, human history, ethnology, archaeology, archives, preservation, conservation, exhibit techniques and more, all presented directly by the RBCM's own staff.

Visitors taking in a *Discover* talk get a rare opportunity to talk one-on-one with an expert, see items from the RBCM's collections and holdings up close and often learn something they can apply to their own lives. Techniques for lighting special objects at home. Preserving family movies and photographs. How to look up a family history. Interesting new research on wildlife and ecology in our province – the topics never fail to surprise.

First launched in October 2005 with three presentations a week, the Discover program became a series of daily talks in April 2006. It is rare for museums and archives to provide this type of program as a regular offering, but the RBCM is

committed to making its collections and holdings as accessible to the public as possible. This daily commitment to visitors and the public is just one more way the Royal BC Museum Corporation is taking action to educate and engage the public and create special experiences for visitors.

The RBCM does an excellent job of sharing information by telling stories and using items from the collection in realistic settings to enhance a visitor's experience and understanding. Whether it is the scent of cinnamon baking in a 19th-century kitchen, waves lapping against the hull of the *Discovery*, the hushed reverence of a First Nations big house, or a television program that highlights exhibits in the making or describes behind the scenes at the archives, countless British Columbians can point to a lasting memory of a visit to the museum and archives.

Creating a Culture of Excellence through People

The success and reputation for excellence enjoyed by the Corporation depends on the passion, expertise and commitment of its people. It takes a talented leadership team, an engaged workforce and volunteers with unparalleled generosity of spirit to create the visitor experiences and share the stories of British Columbia that are found here.

The Corporation is devoted to creating a workplace that values innovation, creativity and sharing on the part of its staff and volunteers. The RBCM made significant advances last year with the completion of a holistic corporate human resources plan – a People Plan. The People Plan's multiple modules addresses the recruitment, retention and orientation of employees; and ensures employees have the knowledge and tools to do their jobs well through a comprehensive employee development program. This program includes leadership development; training in "in-demand" careers (finance and trades); and post-secondary education through our Masters/PhD funding program. The People Plan also recognizes the knowledge and skills that existing team members have to share through their participation in an RBCM mentorship program; establishes performance goals through a performance management framework; rewards excellence through a recognition and reward program; and includes a succession-management plan to guide the future of the people who make all the difference at the museum and archives.

Through the only active apprenticeship program in British Columbia's public service, the RBCM hired a second joinery apprentice in 2006 to accompany one hired a year earlier. These two apprentices are enthusiastic, skilled and continuing to develop their talents in cabinet-making, display development, carpentry and fine finishing work. For the Corporation, apprentices provide valuable resources in a challenging trade-labour market and potential long-term employees who will be intimately familiar with the special conservation and artifact-handling needs of a provincial museum and archives. Conversely, this apprenticeship program provides a unique opportunity for tradespersons to ply their crafts in an esteemed cultural institution, and for an audience of hundreds of thousands of visitors a year.

Carpentry apprentice Melanie Lee plans her next project.

The products of RBCM's apprentices' efforts can also be seen offsite – a vase display case at Government House was constructed by one RBCM joinery apprentice, while a cabinet housing a set of World War I bagpipes in the Legislature was built by the other.

A mentoring program was developed last year for rollout in 2007-2008 across the Corporation's departments. It will ensure knowledge is retained within the organization for the future and shared between employees in a way that promotes team learning and individual growth.

Apprenticeships and mentoring are two key elements of a succession management strategy contained with the People Plan. This strategy will continue to evolve and build on detailed demographic information, employee satisfaction surveys, multiple training programs and educational opportunities, exit interviews, and employee performance and development plans.

The People Plan and its components will help ensure the Corporation and its staff move in the same direction and create a stronger organization that can better explore the BC story and share it more effectively with the world.

Supporting the RBCM's staff in that endeavour are hundreds of volunteers from across all social strata who make an invaluable difference. As many as 500 people each year give of themselves in nearly 700 assignments. It is a contribution of 40,000 hours (2006/07) of volunteer time. Acting as tour guides and interpreters, collections and holdings researchers, information-desk volunteers, coat-check workers and more, they are ambassadors to a worldwide community visiting British Columbia's provincial museum and archives and capital city. Many volunteer on a regular basis and over several years. In fact, four people were recognized who had each reached a significant milestone of 30 years of service as volunteers at the RBCM during 2006/07.

Volunteers at the RBCM enjoy meeting people, learning and growing, and it's a rewarding experience. But the rewards flow two ways: these volunteers are people with diverse backgrounds, varied educations, a love of teaching and a common desire to give back to their community. They make a difference, creating special memories for visitors and uniquely shaping the culture of the RBCM as an organization.

Wawaditla (Mungo Martin) House is a feature of Thunderbird Park.

New Responsibilities Create New Opportunities

The Royal BC Museum, BC Archives, Helmcken House, Mungo Martin House, St. Ann's Schoolhouse, Thunderbird Park and the Netherlands Carillon are located on almost 2 hectares in the heart of British Columbia's capital region. On April 1, 2006, the Province transferred ownership and responsibility for this property

and buildings to the Royal BC Museum Corporation.

This transfer has given the Corporation a tremendous opportunity to manage its site and facilities in a manner consistent with its mandate to preserve and share the British Columbia story. As owners of the site, the Corporation can devote financial resources formerly directed to market-based rental payments instead to maintaining and improving site assets, from repair to vital infrastructure and primary building support systems, to landscaping and other improvements to this icon of BC history in the heart of BC's Capital.

The RBCM has greeted its new responsibilities as owner of the cultural precinct properties with enthusiasm, creativity and a commitment to operating efficiently. Building on the technical expertise and facilities-management experience of its own team, the RBCM has sought guidance where necessary from its Board, through contracted professional engineers, architects and qualified trades for specific projects. This approach ensures the RBCM harnesses the talents and energies it needs while maximizing internal resources.

Maintaining the buildings, infrastructure and grounds of the cultural precinct is not without demands and challenges, and the Corporation has proven itself a responsible owner in addressing these short-term improvements such as tendering for a new boiler which will be installed in 07/08. In addition, the RBCM in 2006-2007 assessed the condition and needs of its facilities for the longer term, using that information to develop a business plan for the approval of the Government of British Columbia that complements the Corporation's master plan.

The business plan lays out options for improving collections and holdings spaces, enhancing public spaces, improving exhibit galleries and incorporating state-of-the-art climate control, security and other technologies into a revitalized provincial museum and archives – a legacy for future generations of British Columbians. It points the way to achieving the vision outlined in the master plan. However, timeliness truly is of the essence when it comes to decision-making on these plans. The third-party research behind these plans shows the RBCM at a crossroads: best practices analyses in major asset management suggest the balance is ready to shift between the cost-effectiveness of rehabilitating existing facilities against that of renewing the site in a more comprehensive way.

At Volunteer Recognition Week in April 2007, docents Sharon Ireland and Eva Viszlai received congratulations and sincere thanks for 30 years of service as RBCM volunteers.

Connecting with British Columbians

The museum and archives are a source of pride and inspiration for British Columbians and people everywhere who have an interest in this province, its places and its people. One of the most highly-visited provincial museums and one of the first archives to provide electronic access to its holdings in Canada, the Corporation has developed strong connections with its users, visitors, First Nations nd other supporters, both in the immediate area of Greater Victoria and in communities across British Columbia.

These connections have been nurtured and developed by encouraging people to come to the museum or archives, either in person or through our website, and by taking the resources of the RBCM out to people in their own communities and regions across British Columbia.

Community Engagement

The Corporation's curators, archivists, researchers, conservators, volunteers and research associates are committed to community engagement. Working and learning collaboratively as peers, they participate in research, the development of publications and the fostering of partnerships. This community engagement mutually

benefits the RBCM itself, those directly involved in projects and – more importantly – the millions of visitors who access museum and archives services in person, over the Internet and by other means.

Last year, Corporation staff and associates conducted research on dozens of matters of provincial significance. Natural history research varied from insect biodiversity, the ecology of wetlands and ethnobotany (how people of a given region or culture make use of indigenous plants) to surveys of exotic fish on the Lower Mainland. Human history research projects included examinations of such issues as the construction of Northwest Coast native art, logging in the Quesnel region from 1950 to 1970 and the history of British Columbia paddle wheelers. Other forms of partnerships and exchanges with institutions such as the University of Victoria, BC Ministry of Environment and conservation organizations in other provinces and territories are further helping to broaden the knowledge and expertise available to the RBCM – and ultimately to the public – about British Columbia.

For example, the RBCM, Champagne and Aishihik First Nations, Archaeology Branch and the University of Victoria (UVic) are partnering to develop a seminar on Kwaday Dan Ts'inchi, the discovery of a young man whose remains were found in northwestern British Columbia in 1999 after being frozen in the ice for approximately 550 years. The RBCM and UVic also have an agreement in which Corporation staff deliver lectures at the university in exchange for tuition credits the RBCM can apply to courses taken by staff for professional development.

Publications provide another means for RBCM staff, associates and stakeholders to engage each other and enhance shared understanding. Last year, the publications department was proud to develop and publish three books, *Up-Coast*, *Amphibians and Reptiles* and *Wild Flowers*. These works not only highlight the extensive and vibrant collections and holdings, but also pair the knowledge and expertise of our researchers and scientists, at times in collaboration with outside researchers and scientists from around the

Written 60 years ago, Emily Carr's Wild Flowers *reaches the public for the first time.*

world, with materials drawn directly from the collections and holdings of the RBCM.

In the case of *Wild Flowers*, the RBCM was able to match two items long held in its archival holdings – a short Emily Carr manuscript and botanical drawings by Emily Woods, one of Carr's original art teachers – and package them in a new way for presentation to the public.

Additionally, books previously co-published by the RBCM and UBC Press are now being reprinted under the RBCM banner, and this too is giving fresh life to popular titles. *Food Plants*, a book about plants harvested and prepared for food by British Columbia's First Nations, was among those reissued by the RBCM in this manner. Books published by the RBCM are distributed to retailers across the country and can be ordered from most major book suppliers.

The RBCM takes care to support forms of community engagement that are in line with its legislated mandate. Research, publications and partnerships are supported that add to the potential for a better understanding of the natural and human history of British Columbia. To further that, the RBCM last year introduced the organization's first-ever strategic research plan. It is a plan that addresses gaps in existing research and aligns future projects with the work of other Corporation resources, including marketing, communications, exhibits and public programs. This strategic plan will help to ensure the RBCM's resources are working in harmony to tell a common story in the best informed, most effective manner possible.

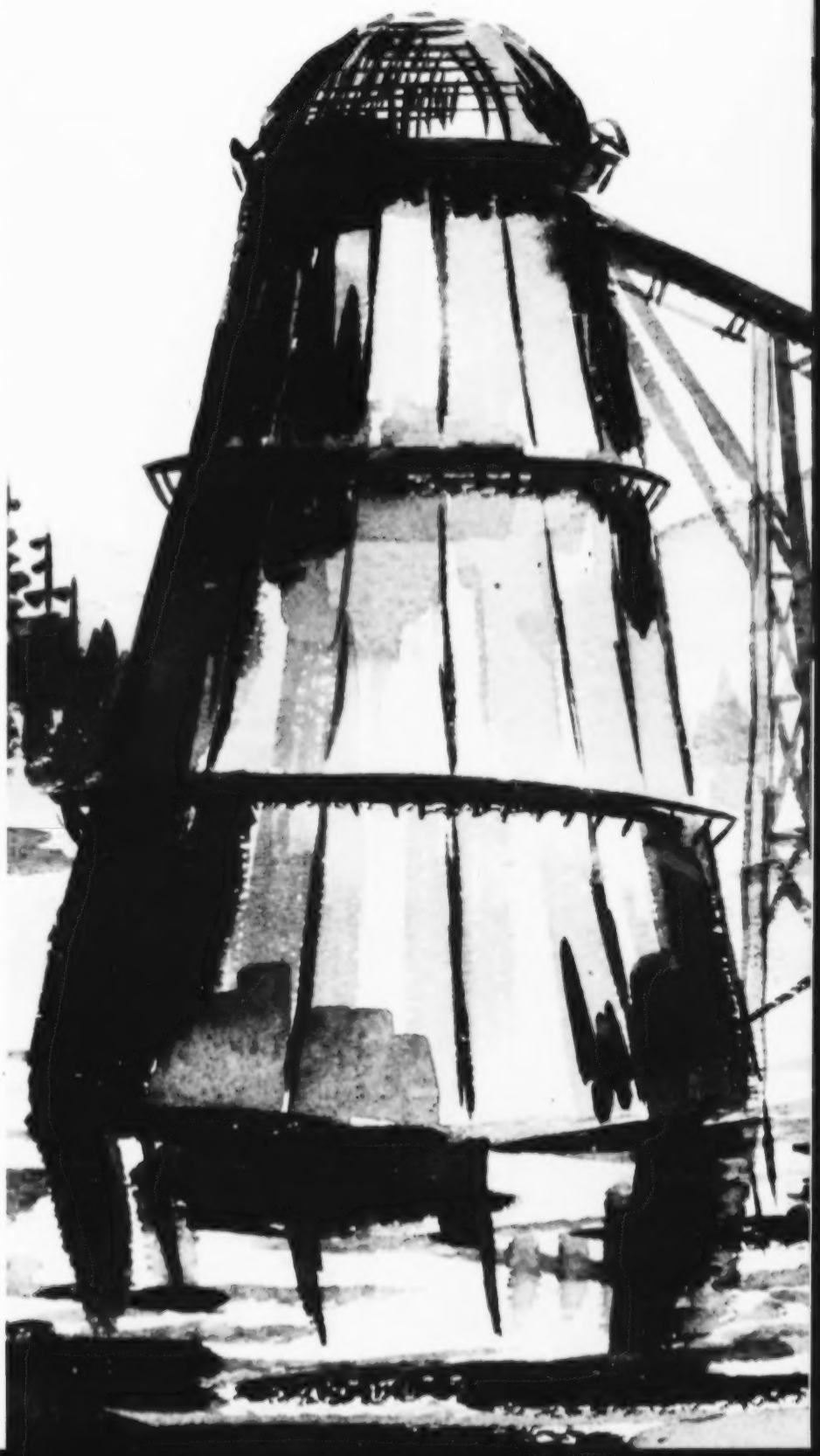
After three years of development, a new integrated web portal for the museum and archives was launched in late 2006. It provides a more modern look, is easier for people to use and gives the public more access than ever before to the collections and holdings of the museum and archives. More than 80,000 archival photos are available on-line. Information about thousands of collection items is available directly, and indexes, research guides and finding aides are also posted through this new web portal.

This new web portal gives anyone with Internet access – anywhere in the world – the ability to find out what information or objects the RBCM has in its collection of

over 7 million artifacts, documents and specimens. It's an incredible resource, and with approximately 42 million page hits being registered last year, the website has already proved its value as a means of engaging the public, researchers and others.

Taking that level of access a step further in 2007-2008 will be a new collection management system acquired in 2006/07. In years past, information about the RBCM's collections and holdings was stored in different formats on different computers. The new system will bring information from as many as 18 separate sources together in one place and make it more accessible to staff at the RBCM and to the public through the website.

Community connections are vitally important for the RBCM. Whether the community in question consists of residents in BC's capital city, people elsewhere in the province, visitors from other parts of the country or the world, or those working in museums, archives and other institutions around the world, the RBCM is committed to building relationships. Encouraging people to reconnect, visit and become involved with their museum and archives will help secure the future of the organization. It may also turn on the next generation of British Columbians to the history, science and art of their province.



Watercolour painting of a beehive burner by Lou J. Englehart.

THE YEAR IN REVIEW

Last year, the RBCM was pleased to offer several programs promoting greater visitation and stronger community connections to the Royal BC Museum, BC Archives and public areas at the RBCM's Belleville Street location in Victoria. Also implemented were a number of initiatives which met the direction provided by the Shareholder.

Some of these included:

- **Remembrance Day Events** – Veterans both of recent and of long-ago conflicts gave talks to the public about their experiences. Letters written by soldiers in World War I were presented by university academics. A military historian from Chilliwack attended the RBCM, looking up records on-line so visitors could learn about their relatives' military service. RBCM curators and archivists made presentations based on in-house collections of World War I and prisoner-of-war materials.
- **Free Access to Galleries** – From Jan. 2-9, 2007, admission fees were suspended for those visiting the public galleries. More than 18,000 people visited the museum galleries that week. That is four times the number of visitors for the same period a year earlier, and revenues matched the year-earlier period because of the increased number of donations that were made in the "admission by donation" period. This time was chosen as children were not in school and people were on vacation or traveling from other parts of BC.
- **Artifact or Artifiction** – The third annual fundraising gala was hosted in the museum galleries and attended by 240 people. Guests were treated to dinner and an entertaining game based on stories about items held in RBCM's collections and holdings. The event was well-covered in local media and raised funds for the RBCM.
- **First Peoples Film** – *First Peoples of British Columbia* blends archival film and photographs with newly shot film to share the story of First Nations in the province. The film discusses the number and diversity of First Nations who have lived here for thousands of years, the impact European settlement has had and the ways in which aboriginal cultures and traditions have survived and evolved into the 21st century. *First Peoples of British Columbia* was produced through a partnership between the Royal BC Museum Corporation and the BC Treaty Commission, with support from several government and First Nations organizations. Provincial and federal ministers responsible for aboriginal affairs joined RBCM and treaty commission officials in a ceremony launching the film at the RBCM in December 2006. The RBCM was proud to welcome these officials and participate in a project that fosters a new relationship with First Nations and aboriginal people in British Columbia.
- **Climate Change Films** – Development work continued through last year on two other films – *Fresh Water: British Columbia's Precious Resource* and *Climate Change in British Columbia*. These films, to be launched in the spring of 2007 and shown on the BC Map in the lobby of Clifford Carl Hall, are based on research conducted by RBCM staff. They explore current issues specifically from a British Columbia perspective and

Model Mountain Pine Beetle designed and mass produced by RBCM staff.

Ocean Station: the RBCM's newest permanent exhibit.

draw on science developed and advanced at the RBCM to portray scenarios set 60, 80, even 100 years in the future. These films highlight the important role of the RBCM in expanding our shared understanding of the province's natural environment and the impact people have on it.

The RBCM endeavours to increase the public's access to its collections, holdings and other resources, not only in Victoria, but wherever there may be an interest. Some examples of this outreach included:

- **Baptismal Project** – The BC Archives now makes British Columbia baptism records available for the years 1836 to 1885. This is allowing people to trace their family history in a new way and from the comfort of their own homes. In communities where births, deaths and marriages were not recorded in early colonial times, baptism records may be the only records available to prove a person's lineage. This can be particularly significant for First Nation members seeking to prove their tribal affiliation.
- **Lectures** – RBCM staff attend meetings of community groups and clubs, providing talks on matters related to their work at the RBCM. A free monthly "noon hour talk" is gaining popularity – all are welcome to the Newcombe Conference Hall on the first Wednesday of every month (except June, July and August).
- **2008 Exhibit** – To commemorate the 150th anniversary of British Columbia becoming a British Crown colony, the RBCM has begun developing an exhibition that will be opened in Victoria in March 2008. An element of this exhibition will tour the province throughout 2008. The RBCM is proud to be able to engage residents and communities across the province in exploring and celebrating their history.

Additionally, the RBCM works with non-profit organizations, academic institutions, other museums, archives and government agencies to strengthen its resources and further broaden the body of knowledge shared within the Canadian museum and archival community.

Activities in support of these relationships included:

- **Mountain Pine Beetle Models** – The federal Pacific Forest Research Centre in Victoria

commissioned the RBCM to develop an accurate model of a Mountain Pine Beetle. The technical arts department created a mold based on microscope photography and input from entomologists, and more than 50 models have now been created from the mold. They are about 20 times larger than an actual pine beetle. Forestry officials in British Columbia, Alberta and in eastern Canada value these detailed models as teaching tools and interpretive aids, and the RBCM is gaining a reputation for its expertise.

- **Field Trips** – RBCM researchers joined a deep sea expedition organized last year by Fisheries and Oceans Canada to study a potential new crab fishery. Though officially considered observers, the RBCM staff were able to examine bycatch hauled in during a trawl, learning a great deal and sharing their expertise with the federal officials. Trips like this increase our knowledge about British Columbia's marine ecology and foster valuable professional relationships with key external stakeholders.
- **Friends of the Royal BC Museum Foundation** – The Friends Foundation manages the Royal Museum Shop, which raises revenue and supports the vision and mission of the Royal BC Museum Corporation. Last year, the Friends of the Royal BC Museum and the Royal BC Museum Foundation were merged to create one entity, the Friends of the Royal BC Museum Foundation.
- **Friends of the BC Archives** – This non-profit organization concerned with the heritage of British Columbia and its people raised funds and purchased two microfilm readers for the archives. The Friends of the BC Archives hold meetings, often with a guest speaker, on the first Sunday of every month in the Newcombe Conference Room.
- **Canadian Museum Association Annual Conference** – The RBCM will participate with other British Columbia heritage and cultural organizations to assist the Canadian Museums Association (CMA) to plan and coordinate the hosting of this 500-delegate event in 2008 that will include events at the RBCM site.
- **Donors / Investors / Grants** – The RBCM receives inquiries from people interested in donating money to support the museum and archives or investing in specific programs. RBCM's grants coordinator works with staff and associates to pursue funding for research and other initiatives from a range of private foundations and public agencies. Funding was committed and a Director of Development was hired to create

The Speed *exhibit presented fun and interesting ways to look at how things move quickly.*

Historical Collections Registrar Terry Eade answers questions about an object in the third annual Artifact or Artifiction gala fundraiser.

Walter Harvey's watercolour painting of Nanaimo in circa 1900.

a development department that would focus specifically on fundraising for the Corporation.

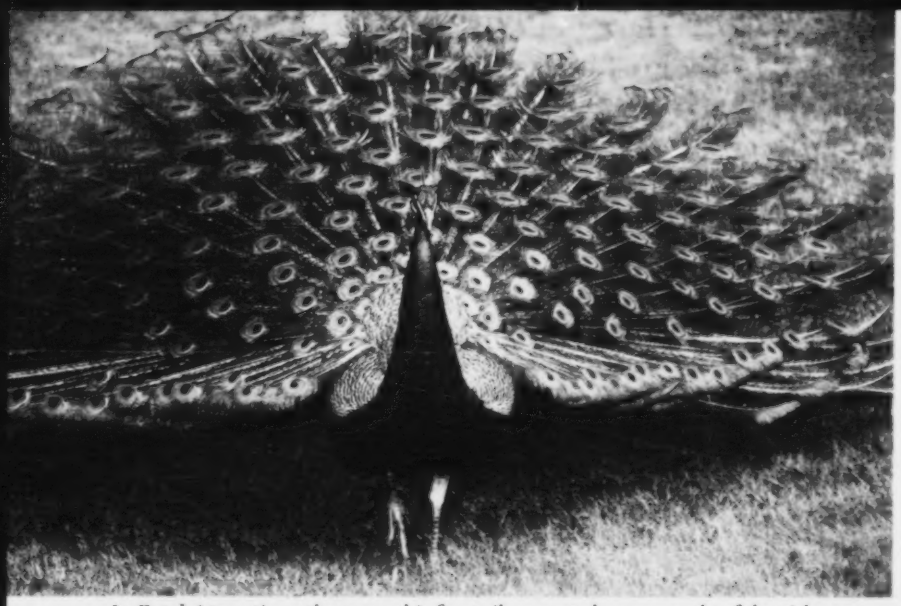
- **Endowments** – The Friends of the Royal BC Museum Foundation have built an endowment with the Victoria Foundation. The fund has grown to $1.4 million
- **Active Community Participation** – All staff are active in the community, sharing their enthusiasm for BC's story with the world through active participation as board members of national, provincial and local organizations and through membership in professional organizations such as the Canadian Museums Association and the Archives Association of Canada. They also participate as board member(s) of the National Capital Commission Advisory Committee; Simon Fraser University; Victoria Chamber of Commerce and Tourism Victoria. Other staff members volunteer their time in a variety of ways throughout the community, and we are proud to provide our financial support with charitable donations for the community through the Public Service Community Services Fund.

Acquisition Highlights

The Royal BC Museum Corporation is committed to increasing public accessibility to the collections and holdings. To that end, an electronic collection management system project has been initiated. This significant database project will digitally record, catalogue, interpret and make accessible the millions of items in the collections. When completed in 2007, the public view of the provincial collections and holdings will be possible from anywhere in the world via the internet.

In 2006/07, the RBCM acquired 116 human history accessions (414 objects) and 10,919 natural history specimens; as well as several accessions of private records to the archives, highlighted here:

Charles Frances Sherwin accession. The accession consists of one album (104 photographs, b&w) of the Riondel Mine and the Kootenay region, ca. 1907-1927. The photographs show the mine site and surrounding area, and the activities of the S.S. Fowler family. S.S. Fowler, father of Hedley S. Fowler, was manager of the mine.



In Fatal Attraction, *the peacock's fan tail presented an example of the risks an animal takes to attract a mate.*

The photographs were taken by Charles Francis Sherwin, the mine superintendent.

British Columbia Archives Council, Association of British Columbia Archivists and Archives Association of British Columbia accessions. These accessions consist of approximately 3 metres of unselected records of the Archives Association of BC and its predecessor organizations, 1974-2000.

British Columbia Advertisers accession. The accession consists of one map (blueprint), 234 cm x 176 cm, 1928. The map is an automobile road map of British Columbia and Alberta with northern Washington, Idaho and Montana, compiled and published by British Columbia Advertisers Engineering and Architectural Drafting Dept., John Pinder-Moss, Manager, 615 Hastings Street West, Vancouver, B.C.

Maude McVicker accession. The accession consists of a cedar box, correspondence, a photograph, an art print, ephemera, and a wood doll created by or documenting Emily Carr and her relationship with Maude (Mrs.) McVicker. Mrs. McVicker operated a store in Parksville, the Hobbies Shop, in the 1940s that may have sold Carr's pottery. The box appears to have been made for Mrs. McVicker to hold her Carr books and other memorabilia, and was painted in 1949 by George Clutesi. The word "CARR" is painted on the removable lid of the box. The wood doll may have been owned by Emily Carr. The donor inherited the box and its contents from her father and she does not know how he came to own it as they are not related to the McVicker family.

Walter Harvey accession. The accession consists of two unframed watercolour views of Nanaimo, 1899 and 1900 by amateur artist Walter Harvey. The RBCM (BC Archives) owns three other watercolours by the artist.

Vancouver Museum accession. The accession consists of one architectural drawing, ca. 1892. Possibly by Christopher C. McRae, who lived and worked in Vancouver in the early 1890s as an architect, the drawing may be a design competition entry for the British Columbia Parliament Buildings. His name, however, does not appear among the competition entrants in Martin Segger's book on the Parliament Buildings.

H.E.B. McLorg accession. The accession consists of a collection of six letters written by James Douglas to James Yale or Donald Manson between 1848 and 1858; three agreements between the Hudson's Bay Company and individuals named Taheenow, Wavicarua, Kea (in French), and Louis Satukurutas (in French), 1841-1852; and a bill of lading for the Hudson's Bay Company vessel *Cadboro*, 3 May 1845. The donor inherited the collection from her husband. Part of the collection was donated or loaned in 1971 by H.E.B. McLorg to the Fort Langley National Historic Site. The RBCM has contacted Fort Langley about transferring their part of the collection to us.

Lou J. Englehart accession. The accession consists of 202 watercolours and one pencil drawing of beehive burners created between 1971 and 1974 by Lou J. Englehart (1915-1989). The watercolours were the basis for a series of oil paintings that were donated to the Lions Society of B.C. for fundraising after the artist's death. The work of this artist is the only known complete visual representation of Beehive burners (historic structures) in a public institution. None of his oil paintings of these structures are owned by the RBCM.

Exhibit Highlights

The exhibits ***Speed*** and ***Fore! The Planet*** were hosted at the RBCM from June 2 to September 10, 2006. Each used interactive displays to engage visitors, teach lessons and give real meaning to abstract or highly technical concepts. Both exhibits were intended for families, and more specifically, kids. They were designed so children and their families could focus on the fun without thinking about the fact they were learning at the same

time. These were great exhibits for the summer season.

Speed featured a virtual bobsled ride, a computer station where visitors could design their own car, and an area where younger children could make miniature race cars and race against their friends. In *Fore! The Planet*, a game of mini-golf provided the setting for learning. Facts about nature and the impact of people on our planet were presented at each hole, and visitors learned something new as they played the 18-hole course.

Fatal Attraction, which ran at the museum from October 5, 2006 to January 7, 2007, was a made-in-Europe exhibition that revealed the sometimes sensual, often flashy and occasionally dangerous courtship rituals of the animal kingdom. Despite dealing with sensitive subject matter, it was presented in a manner suitable for all family members, and children enjoyed it tremendously. RBCM staff developed a companion exhibit delving into how the themes present in *Fatal Attraction* are played out in British Columbia – how red rock crabs cuddle before and after mating; a moose whose fight for a mate turned fatal; and an ugly fish searching for love in the depths of the ocean. The support of the Canadian Museum of Nature, the organizer of the tour, was appreciated to enable the RBCM to host this exhibition.

Considerable time and resources were devoted last year to planning the 2007 presentation of ***Titanic: The Artifact Exhibition***. This six-month exhibition, to run April 14 to October 14, 2007, features more than 280 artifacts from the *Titanic* wreck site and will attract tens of thousands of people to Victoria.

To live up to the expectations of those visitors, RBCM staff challenged themselves last year to ensure theirs is the best presentation anywhere of this touring exhibition. To that end, significant planning went into sound and lighting effects, ways to engage visitors with *Titanic* "boarding passes" and theatrical presentations, extensive volunteer training and other preparations. The logistics of transporting the exhibit to Victoria, securing the artifacts and preparing them for display were also planned carefully. So too were a full complement of marketing and communications activities and partnership opportunities that were pursued with tourism, transportation and media stakeholders.

While planning for *Titanic: The Artifact Exhibition* and staging other temporary exhibits in 2006-2007, the RBCM and opened a new permanent exhibit, ***Ocean Station*** on November 30, 2006. It's a fantastical representation of a Victorian-era submarine that has a Captain Nemo feel to it. Visitors can view the world beneath the sea through a floor-to-ceiling window and gain new insights through this interactive West Coast experience. The RBCM's exhibits team designed controls on the interactive elements to have a Victorian-era look, so even though *Ocean Station* uses modern computers, that technology never upstages the message. It is an exhibit based on good science that drew together resources from across the Corporation and has proven very engaging for children of all ages, an example of what the RBCM does exceedingly well.

GENEROSITY ABOUNDS: SPONSORS AND SUPPORTERS

The Royal BC Museum is grateful to its many supporters and donors through the past year.

See insert for list of supporter and donor names.

A family who moved here from Mexico donated this elegant cane, made in Paris in 1910.

CORPORATE GOVERNANCE

GOVERNING PRINCIPLES OF THE BOARD OF DIRECTORS

A Board of Directors governs the Royal BC Museum Corporation, guided by legislation, regulation and public policy. The Board is accountable to the Minister of Tourism, Sport and the Arts, and is responsible for the Royal BC Museum Corporation to ensure the application of the *Museum Act*, so that the Royal BC Museum Corporation conducts its affairs in a manner that complies with the legislation and accepted standards of conduct, operates within approved financial standards, and fulfils its purpose and mandate.

The Board of Directors is guided by the principles of:

- Stewardship and Leadership;
- Clarity of Roles and Responsibilities;
- Transparency;
- Service and Collaboration;
- Accountability and Performance; and
- Continuous Improvement.

The effective function of the Board follows the provincial government's Governance Framework which provides an understanding of the roles and responsibilities for all parties that are part of the Crown corporation governance environment through a commitment to fully provide time, direction and advice to the RBCM.

The Board of Directors consists of 11 directors, all appointed by the Lieutenant Governor in Council. It provides leadership and direction to the Royal BC Museum Corporation through clearly articulated policies and corporate goals. In delegating authority to the Chief Executive Officer, the Board monitors the performance of the CEO, and holds her accountable for results and progress. Having established the policy framework, the Board allows the CEO to administer corporate operations and does not involve itself in management decision-making or the day-to-day operations of the Royal BC Museum Corporation.

Board of Directors: (front from left) John Walton, David McMillan, Pauline Rafferty and Anna Nyarady; (back from left) Barbara Rae, Allison McNeill, Ken Mahon, Neil Sterritt and Donald Hayes; (not pictured) Ralph Bodine, Cynthia Woodward and David Stowe.

FINANCE AND AUDIT COMMITTEE

The Finance and Audit Committee ensures that the Corporation's financial and accounting policies conform to the provisions of the *Museum Act* and all other applicable legislation, and that the Corporation's financial reporting systems meet the needs of the Board and the Royal BC Museum Corporation itself. Members of the Committee include David McMillan, Chair, Ralph Bodine, Donald Hayes, ex-officio members John Walton and Pauline Rafferty and support staff member Faye Zinck.

GOVERNANCE AND NOMINATING COMMITTEE

The Governance and Nominating Committee oversees the Board's nominating and governance activities. It is responsible to the Board of Directors and meets as required but at least once a year. Its functions are to establish the criteria of skills required for membership on the Board, prescreen and recommend Board candidates, recommend persons for the positions of Chair and Vice Chair, ensure appropriate orientation, manage evaluation of the Board; ensure the manual contains all documents relevant to the Board's governance structure and that they are current, and recommend persons to sit as members of Board committees. Members of the Committee include Barbara Rae, Chair, Anna Nyarady, Neil Sterritt, David Stowe, Cynthia Woodward, Allison McNeill and ex-officio members: John Walton and Pauline Rafferty. This Committee also serves to deal with all matters of corporate governance and as such, reviews, monitors and reports on Board effectiveness.

Site Development Committee

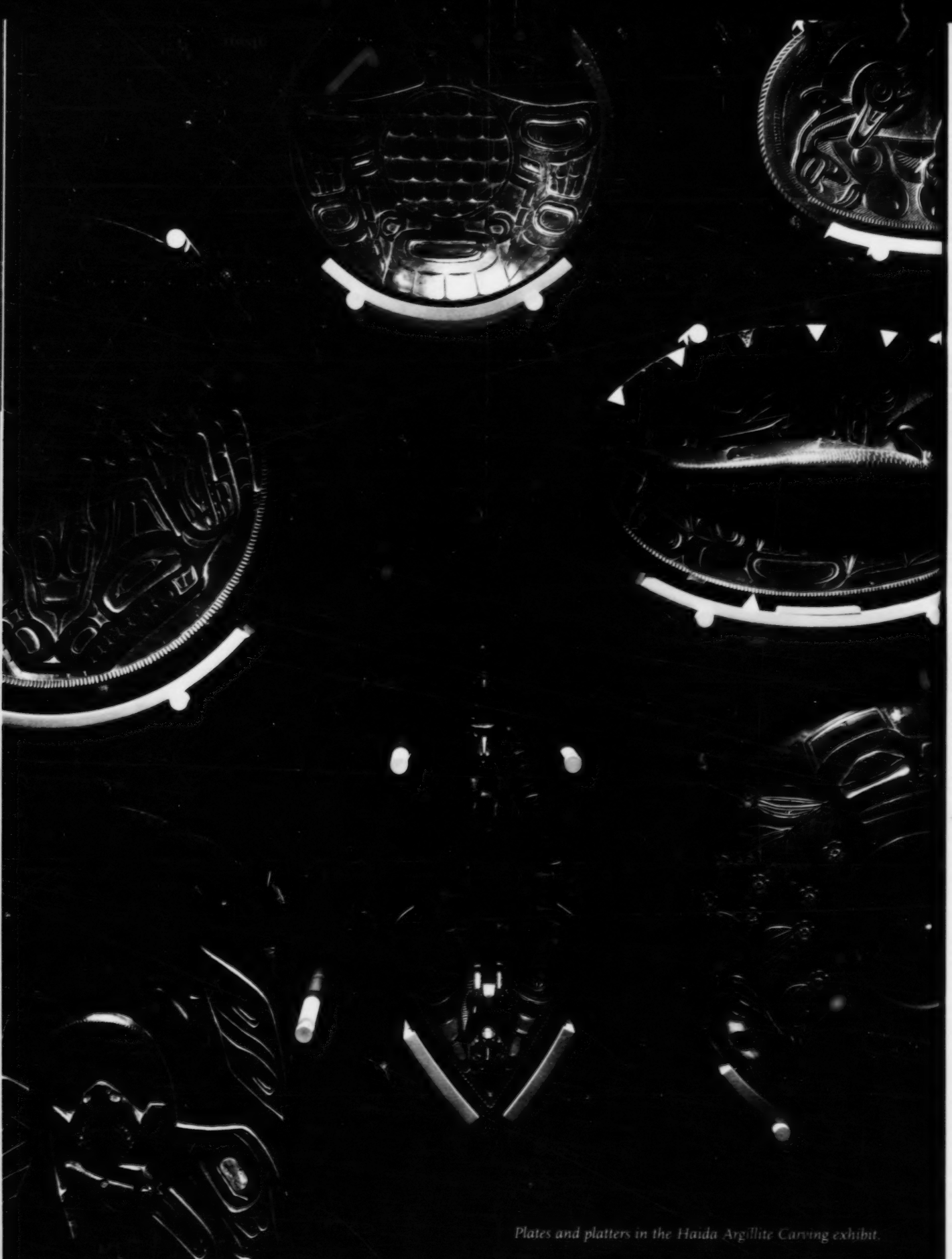
The Site Development Committee is a term "special purpose" committee whose principal focus is to advise on the RBCM Master Plan and to assist with moving the renewal of the Royal British Columbia Museum Corporation forward. The term is up to three years.

The Committee has been consulted for the oversight and policy in respect of the management and control of the land and property of the Royal BC Museum Corporation. Members of the Committee include Ken Mahon, Chair, Donald Hayes, ex-officio members John Walton and Pauline Rafferty and support staff member Angela Williams.

Additional Information

Additional information on Board members and Board policies is available on the Royal BC Museum Corporation's website, www.royalbcmuseum.bc.ca, and the Royal BC Museum Corporation now fully complies with the provincial government's "Governance and Disclosure Guidelines for Governing Boards of British Columbia Public Sector Organizations".

This Victoria Girls Drill Corps hat, circa 1960, is a recent acquisition.



Plates and platters in the Haida Argillite Carving exhibit.

FINANCIAL STATEMENTS

(Audited)

March 31, 2007

MANAGEMENT'S REPORT

The financial statements of the Royal British Columbia Museum Corporation have been prepared by management in accordance with Canadian generally accepted accounting principles, and the integrity and objectivity of the data in these financial statements are management's responsibility. Financial information presented elsewhere in the Annual Report is consistent with that in the financial statements.

Management is also responsible for the safeguarding of financial and operating systems, which include effective controls to provide reasonable assurance that the Corporation's assets are safeguarded and that reliable financial information is produced.

The Board of Directors is responsible for ensuring that management fulfils its responsibilities for financial reporting and internal control. The Board exercises its responsibilities through the Finance and Audit Committee. The Finance and Audit Committee meets regularly with management and the external auditors have full and free access to the Committee. The Board of Directors, whose members are not involved in the day-to-day activities of the Corporation, are responsible for the review and approval of the financial statements.

Hayes Stewart Little & Co. has audited the financial statements in accordance with Canadian generally accepted auditing standards.

Pauline Rafferty
Chief Executive Officer

Faye Zinck
Chief Financial Officer

April 24, 2007
Victoria, BC

AUDITOR'S REPORT

To the Board of Directors of the Royal British Columbia Museum Corporation

We have audited the balance sheet of the Royal British Columbia Museum Corporation as at March 31, 2007 and the statements of operations and changes in net assets and cash flows for the year then ended. These financial statements are the responsibility of the Museum's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of the Museum as at March 31, 2007 and the results of its operations and changes in its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Hayes Stewart Little & Co.

Chartered Accountants

April 24, 2007
Victoria, BC

BALANCE SHEET

As at March 31, 2007

	2007	2006
ASSETS		
Current		
Cash and investments (Notes 3, 4, 5)	$ 1,583,873	$ $2,351,730
Accounts receivable	463,888	426,678
Prepaid	26,031	49,266
Deferred exhibition costs (Note 2(b))	561,957	109,225
	2,635,749	2,936,899
Capital assets, net (Notes 2(c) & 6)	15,179,998	14,938,056
	$ 17,815,747	$ 17,874,955
LIABILITIES AND NET EQUITY		
Current		
Accounts payable and accrued liabilities	$ 2,284,748	$ 3,359,208
Leave liability	383,445	558,782
Deferred revenue (Note 7)	592,724	213,290
	3,260,917	4,131,280
Deferred capital contributions (Note 8)	1,496,996	1,238,610
Net equity (Note 9)	13,057,834	12,505,065
	$ 17,815,747	$ 17,874,955

Commitments (Note 14)

ON BEHALF OF THE BOARD

Director

Director

STATEMENT OF OPERATIONS

For the Year Ended March 31, 2007

	2007	2006
REVENUES		
Province of British Columbia contributions	$ 15,273,000	$ 12,105,000
Museum admission fees	3,596,934	3,035,592
Other income	1,514,505	2,315,868
Amortization of deferred capital contributions (Note 8)	356,446	650,259
Gifts in Kind - Donated collections and artifacts (Note 2(d))	77,506	32,225
	20,818,391	18,138,944
EXPENSES		
Salaries and benefits (Note 2(f))	8,157,693	7,826,227
Donations (Note 10)	3,000,000	-
Building costs	2,067,902	4,514,659
Taxes, City of Victoria	906,223	1,113,388
Special Exhibits (Note 11)	1,093,937	257,412
Security	888,373	896,620
Amortization	757,104	1,071,306
Professional service contracts	631,090	653,937
Systems and telecommunications	769,308	731,738
Archival records storage	376,716	385,396
Marketing and communications	336,199	294,787
Materials and supplies	443,509	510,820
Office	347,014	199,798
Insurance	225,838	211,523
Collections and artifacts (Note 2(d))	93,406	32,225
Bank charges	61,132	59,234
Travel	110,178	118,888
	20,265,622	18,877,958
EXCESS (DEFICIENCY) of revenues over expenses for the year	$ 552,769	$ (739,014)

STATEMENT OF CASH FLOWS

For the Year Ended March 31, 2007

	2007	2006
OPERATING ACTIVITIES		
Cash received from the Province of British Columbia	$ 15,273,000	$ 12,105,000
Cash received from admissions	3,596,934	3,110,962
Cash received from other income	1,856,729	2,524,276
Cash paid for donations	(3,000,000)	-
Cash paid for salaries and benefits	(9,369,798)	(6,046,223)
Cash paid for building costs and security	(3,718,307)	(6,385,974)
Cash paid for materials and services	(4,568,629)	(3,925,729)
Cash provided for operating activities	69,929	1,382,312
INVESTING ACTIVITIES		
Cash received for purchase of capital assets	614,831	-
Purchase of capital assets	(999,885)	(1,253,903)
Payments for deferred exhibition costs	(452,732)	16,060
Cash used for investing activities	(837,786)	(1,237,843)
NET (DECREASE) INCREASE IN CASH	(767,857)	144,469
Cash, beginning of year	2,351,730	2,207,261
Cash, end of year	$ 1,583,873	$ 2,351,730

NOTES TO FINANCIAL STATEMENTS

For the Year Ended March 31, 2007

1. GENERAL

The Royal British Columbia Museum Corporation (the "Corporation") is a Crown Corporation of the Province of British Columbia without share capital, incorporated on April 1, 2003 under the *Museum Act*. The Corporation is a tax-exempt body under Section 149(1) (d) of the *Income Tax Act*.

The purpose of the Corporation is to fulfill the Government's fiduciary responsibilities for public trusteeship of the Provincial collections and exhibits, including specimens, artifacts, archival and other materials that illustrate the natural and human history of British Columbia. The Corporation is dedicated specifically to the preservation of, and education about, the human and natural history of British Columbia. The collection is preserved for future generations of British Columbians.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The financial statements have been prepared in accordance with Canadian generally accepted accounting principles applied within the framework of the significant accounting policies summarized below:

(a) Revenue recognition

The Corporation follows the deferral method of accounting for contributions. Restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Externally restricted non-capital contributions are deferred and recognized as revenue in the period in which the related expenses are incurred. Capital assets contributed and externally restricted contributions for the purchase of capital assets are deferred and amortized over the life of the related capital asset. Unamortized deferred capital contributions relating to capital asset dispositions are recognized as revenue in the period of disposal, provided that all restrictions have been complied with.

Government grants are accounted for as unrestricted contributions or externally restricted contributions in accordance with the terms of funding.

Admission revenue is recognized when earned. Other revenue consists of contributions, grants, royalties and rental revenues which are recognized when earned.

(b) Deferred exhibition costs

Costs of exhibitions are deferred until the exhibitions are opened to the public and then are expensed over the period of the exhibitions to which they relate.

NOTES TO FINANCIAL STATEMENTS, CONT.

For the Year Ended March 31, 2007

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

(c) Capital assets

Purchased capital assets are stated at acquisition cost. Capital assets transferred from the Province of BC, a related party, are recorded at the carrying amount. Amortization is provided on a straight-line basis over the estimated useful lives of the assets as follows:

• Buildings and improvements	up to 40 years
• Permanent exhibits	10 years
• Operating equipment	5 years
• Computer equipment and software	3 years
• Vehicles	3 years
• Furniture and equipment	5 years

(d) Collections

The value of collections (artifacts, specimens and documents) has been excluded from the balance sheet because of valuation issues. Gifted collections are recorded as revenue estimated at fair market values based on appraisals by independent appraisers. The acquisition of both gifted and purchased collections is expensed. (Note 5)

(e) Volunteers

During the year, volunteers contributed approximately 40,222 (2006 - 42,000) hours in support of the Corporation. Their activities include guided gallery tours and a variety of programs that enrich the visitor's experience at the Corporation and its profile in the community. Due to the complexities involved in valuing these services, they have not been reflected in the financial statements.

(f) Employee benefit plans

The Corporation and its employees contribute to the Public Service Pension Plan in accordance with the *Public Sector Pension Plans Act*. The British Columbia Pension Corporation administers the Plan, including payment of pension benefits to employees to whom the Act applies. The Plan is a multi-employer, defined benefit plan. Under joint trusteeship, the risk and reward associated with the Plan's unfunded liability or surplus is shared between the employers and the plan members and will be reflected in their future contributions. The most recent actuarial valuation (March 31, 2006) has determined the Plan has an unfunded liability of $767 million. As a result, effective April 1, 2006, the employer contribution rate to the Plan was increased to 8.63% (from 6.75%) of the pensionable salary up to the year's maximum pensionable earnings and to 10.13% (from 8.25%) of pensionable salary in excess of the year's maximum pensionable earnings. The maximum pensionable earnings for 2006 were $42,100.

The Corporation recognized $175,337 (2006 - $62) in a reduction to the leave liability account.

The Corporation also annually contributes through the Provincial Government payroll system benefit plan for specific termination benefits and employee benefits as provided for under collective agreements and conditions of employment. The benefit charge back rate that the Corporation pays through the Provincial Government is 24.62% (2006 - 24%). Costs of future benefits are recognized as an expense in the year that contributions are paid.

NOTES TO FINANCIAL STATEMENTS, CONT.

For the Year Ended March 31, 2007

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

(g) Asset Retirement Obligations

Canadian generally accepted accounting principles require the Corporation to determine the fair value of the future expenditures required to settle legal obligations to retire tangible long lived assets. If a reasonable estimate can be determined, a liability is recognized equal to the present value of the estimated future removal costs, and an equivalent amount is capitalized as an inherent cost of the associated long lived asset.

When the buildings occupied by the Corporation were originally constructed, a variety of asbestos materials were used. Asbestos abatement has been carried out in a number of locations, but removal is not complete and residual asbestos debris remains in the building structure. A provision for asset retirement obligations that address the future accounting and reporting obligations related to asbestos removal has not been made at this time since it is not reasonably estimable.

(h) Use of estimates

In preparing the Corporation's financial statements, management is required to make estimates and assumptions that affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities at the date of the financial statements and reported amounts of revenue and expenses during the period. This includes, and is not limited to, the useful lives of property, plant and equipment.

(i) Application of new accounting policy for financial instruments

The Corporation must adopt accounting policies for financial instruments effective April 1, 2007. The policy will require that investments be classified as held for trading, available for sale or held to maturity. The impact of this new policy will be to restate investments held for trading or available for sale at fair market value. The related income or loss will either be charged to earnings, or directly to net assets.

The impact of this policy has not yet been ascertained, as it depends on management decisions in respect of its investments.

3. CASH AND INVESTMENTS

As at March 31, 2007, the Corporation had $1,167,932 (market value - $1,167,863) in a money market fund, with a yield as a whole of 4.19% (2006 - 2.87%).

4. FINANCIAL INSTRUMENTS

The Corporation's financial instruments consist of cash, investments, accounts receivable, accounts payable and accrued liabilities. The fair value of these assets approximates their carrying value. Unless otherwise noted, it is management's opinion that the Corporation is not exposed to significant interest, currency or credit risks arising from these financial instruments.

5. COLLECTIONS

As at March 31, 2007, the collections consisted of approximately 7.2 million artifacts, specimens and archival records (includes approximately 5 million photographs). During the year, the Corporation accessioned approximately 11,461 (2006 - 12,560) objects to its collections through the acquisition and purchase of artifacts. The collections are valued at $190 million for insurance purposes.

NOTES TO FINANCIAL STATEMENTS, CONT.

For the Year Ended March 31, 2007

6. CAPITAL ASSETS

Capital assets consist of the following:

	Cost	Accumulated Amortization	2007	2006
Land	$ 12,278,339	$ -	$ 12,278,339	$ 12,288,670
Permanent exhibits	1,696,852	(408,882)	1,287,970	1,149,560
Operating equipment	425,607	(312,414)	113,193	170,915
Computer equipment and software	2,056,289	(1,458,097)	598,192	366,679
Vehicles	24,664	(3,768)	20,896	-
Furniture and equipment	88,732	(51,500)	37,232	25,056
Buildings	1,042,104	(197,928)	844,176	937,176
	$ 17,612,587	$ (2,432,589)	$ 15,179,998	$ 14,938,056

7. DEFERRED REVENUE

Deferred revenue of $592,724 (2006 - $213,290) represents funds related to donations for restricted projects, future gallery rentals, advance admission sales, annual passes, and unredeemed gift certificates.

8. DEFERRED CAPITAL CONTRIBUTIONS

Deferred capital contributions represent unamortized externally restricted contributions which have been used to purchase capital assets. These contributions will be recognized as revenue in future periods as the related capital assets are amortized.

	2007	2006
Balance, beginning of year	$ 1,238,610	$ 1,885,947
Grants for the purchase of capital assets	614,832	2,922
Amortized to revenue	(356,446)	(650,259)
Balance, end of year	$ 1,496,996	$ 1,238,610

NOTES TO FINANCIAL STATEMENTS, CONT.

For the Year Ended March 31, 2007

9. NET EQUITY

	Invested In Capital Assets	Unrestricted	2007	2006
Balance, beginning of year	$ 13,699,446	$ (1,194,381)	$ 12,505,065	$ 1,899,890
Excess (deficiency) of revenues over expenses	-	552,769	552,769	(739,014)
Deferred capital contributions (Note 8)	(614,832)	614,832	-	-
Amortization of deferred capital contributions (Note 8)	356,446	(356,446)	-	-
Amortization	(757,104)	757,104	-	-
Investments transferred from the Province of British Columbia	-	-	-	11,344,189
Investments in capital assets	999,885	(999,885)	-	-
Balance, end of year	$ 13,683,841	$ (626,007)	$ 13,057,834	$ 12,505,065

10. DONATIONS

The $3,000,000 contribution made to the Friends of the Royal British Columbia Museum Foundation will assist the Foundation in funding future museum and archives projects at the Corporation. The contribution is part of a long-standing economic partnership with the Foundation (previously the Friends of the Royal British Columbia Museum Society) to assist and support provincial museum initiatives and projects through attracting federal and other foundation monies.

11. SPECIAL EXHIBITS

In order to encourage repeat attendance the Corporation hosts traveling exhibits in the temporary gallery. In 2006/07 these included: *Fore! The Planet; Speed; Fatal Attraction;* and the Museum of Northern British Columbia portion of the traveling exhibit: *Treasures of the Tsimshian from the Dundas Collection.* In 2005/06 these included: *Tibet: Mountains, Valleys, Castles & Tents* and *Linda McCartney Sixties, Portrait of an Era.*

	2007	2006
Salaries and benefits	$ 123,240	$ 7,449
Professional service contracts – includes exhibit fees	317,588	93,352
Marketing and communications	542,476	136,617
Materials and supplies	105,847	19,084
Office	1,111	910
Insurance	3,675	-
Total Expenses related to special exhibits	$ 1,093,937	$ 257,412

NOTES TO FINANCIAL STATEMENTS, CONT.

For the Year Ended March 31, 2007

12. FRIENDS OF THE ROYAL BRITISH COLUMBIA MUSEUM FOUNDATION

The Friends of the Royal British Columbia Museum Foundation (the "Friends Foundation") was incorporated to build membership and to coordinate other support activities on behalf of the Corporation. The principal activities of the Friends Foundation are operation of the Royal Museum Shop, the collection of donations, bequests and endowments, and supporting projects undertaken by the Corporation. The accounts of the Friends Foundation are presented separately and are not consolidated in these financial statements. As at March 31, 2007, the unaudited fund balances of the Friends Foundation are as follows:

	2007	2006
Invested in capital assets	$ 67,752	$ 125,917
Externally restricted funds	113,676	250,674
Internally restricted funds	3,044,394	4,711
Unrestricted funds	1,614,657	1,561,324
	$ 4,840,479	$ 1,942,626

During the year the Friends Foundation contributed $645,530 (2006 - $878,987) to the Corporation, of which $10,540 (2006 - $553,000) has been recorded in revenue as a direct contribution, the balance of the contributions consisted of funding for deferred capital contributions and grants from other third parties.

13. RELATED PARTY TRANSACTIONS

The Corporation is related through common ownership to all Province of British Columbia Ministries, Agencies and Crown corporations. The Corporation also has transactions with the Friends Foundation. Transactions with these entities, considered to be in the normal course of operations, are recorded at the exchange amounts.

14. COMMITMENTS AND CONTINGENT LIABILITIES

Operating Agreement

The Corporation has committed to a Theatre Operating Agreement for the operation of a large screen motion picture theatre at the Corporation. Under the terms of the Agreement, the Corporation will be paid a royalty from the theatre including certain negotiated adjustments, plus specific amounts for additional costs. The Corporation is also party to the lease of the premises for the Theatre and is paid all rents related to the lease agreement. The term of both the Theatre Operating Agreement and the lease is 30 years and expires June 24, 2028.

Lease Commitments

The Corporation has a five-year operating lease to rent warehouse space to store oversize artifacts. The lease expires on April 30, 2011. Future minimum payments are $124,096 in each year.

15. COMPARATIVE FIGURES

Certain comparative figures have been reclassified to conform to the presentation adopted in the current year.

MANAGEMENT DISCUSSION AND ANALYSIS

The Royal BC Museum Corporation's (RBCM) main financial objective is to operate the most cost-effective museum and archives in Canada.

Summary of financial results, 2006/07 budget forecast and variance

Statement of Revenue & Expenses (millions)	Actual 2003/04	Actual 2004/05	Actual 2005/06	Actual 2006/07	Budget 2006/07	Budget Variance
Revenue						
Operating contributions from the Province	13.174	12.656	12.105	15.273	12.105	3.168
Museum admission fees	4.111	7.017	3.036	3.597	4.435	(0.838)
Other income	3.026	2.725	2.998	1.948	2.492	(0.544)
Total Revenue	**20.310**	**22.398**	**18.139**	**20.818**	**19.032**	**1.786**
Expenses						
Salaries and benefits (note 1)	7.898	7.610	7.826	8.158	7.826	(0.332)
Building costs	5.255	4.568	4.515	2.068	2.500	0.432
Taxes - City of Victoria	0.642	0.667	1.113	0.906	1.000	0.094
Other operating costs	3.444	3.386	3.198	3.394	4.916	1.522
Security costs	0.934	0.957	0.897	0.888	0.860	(0.028)
Donations	0.000	0.000	0.000	3.000	0.000	(3.000)
Special exhibits	0.759	3.181	0.257	1.094	1.165	0.071
Amortization	0.614	0.893	1.071	0.757	0.756	(0.001)
Total Expense	**19.546**	**21.262**	**18.878**	**20.265**	**19.023**	**(1.242)**
Net Income (Loss)	0.764	1.136	(0.739)	0.553	0.009	0.544
Retained Earnings	0.764	1.900	12.505	13.058	12.514	0.543
Capital Expenditures	2.954	1.464	11.715	1.000	0.400	0.600
FTE's	125	125	125	123	125	(2)

Note: In 2005/06 the salaries and benefits do not reflect bonuses of $0.53 million which were paid by the Province directly to RBCM staff. These bonuses were paid as a result of an agreement reached by the Province and the union that represents staff.

MANAGEMENT DISCUSSION AND ANALYSIS, CONT.

OPERATIONAL OVERVIEW

Early in the year, RBCM realized that admission fees and other revenue would be lower than forecast and as a result mitigation strategies focusing on revenue generation, cost containment, and contingency management were implemented to compensate for a revised forecast. The financial statements disclose an operating profit for 2006-2007 of $0.55 million representing 3% of expenditures, compared to an operating loss of $0.74 million in 2005-2006.

REVENUE

In 2006/07, 69% of operations and activities were funded through a contribution from the Province of British Columbia. The contribution funds the ongoing activities of the provincial museum and provincial archives, including the preservation and management of the Provincial collections and holdings which document BC's history. The operating grant was increased from last year to accommodate the salary increases negotiated by the Province. An additional grant of $3.0 million from the Province was also provided to the RBCM to assist with deferred maintenance of the buildings.

The Corporation makes every effort to maximize its revenue resources through its business operations and this revenue supported 31% of operations in 2006/07. Revenue is comprised of admissions revenues, royalties, fees for activities, fundraising, related retail operations and grants. Admission fees received were lower than forecasted due to attendance being lower than anticipated. This year an additional $0.7 million in contributions was received from third parties for capital projects.

Current year admission fees were 20% of total revenue compared with last year's 17%. Admission fees fluctuate from year to year depending on the special exhibit being hosted. Incremental admissions fees will vary and may be directly generated by an up-charge during the term of hosting a special exhibition. For example, additional fees were applied during *Eternal Egypt: Masterworks of Ancient Art from the British Museum* in 2004 to offset the cost of the exhibition. The incremental revenue associated with these additional fees was $4.1 million, while this year there was no additional charge above the regular base admission for the museum galleries for the temporary exhibits hosted and therefore no incremental revenues were realized.

EXPENSES

Total expenses in 2006/07 were $20.3 million as compared to $18.9 million in 2005/06 for an increase of $1.4 million.

Salaries & benefits – RBCM's workforce consists largely of highly skilled full-time employees. In 2006/07 salaries and benefits were $8.2 million compared to $7.8 million last year (2005/06 additional bonuses totaling $0.5 million were paid by the Province directly to staff). This increase was a result of increases received due to salary negotiations. RBCM staff is paid through the Provincial Government payroll system, with benefits charged at 24.62% of salary costs. In addition to the existing workforce, the operations are supported by a large and dedicated group of approximately 450 volunteers for a total number of 40,222 hours.

Building costs – Last year, a significant improvement to managing one of the largest expenses for the RBCM was achieved through the transfer of title to its buildings and land from the Province. This reduced the total operating costs by over $2.5 million. Expenses include cleaning of the facilities, utilities, and building management. Some of the projects that were completed this past year included: painting in corridors and lobbies, improvement of security by installation of cameras, addressable fire system devices, an update to the main security desk, and carpeting within the First People's gallery and the escalator landing areas.

In 2006/07, an independent review of the facilities was undertaken to assist in developing life cycle management plans for the buildings. This review has provided the Corporation with current condition analysis of the buildings and will assist in planning for future maintenance and capital renewal requirements.

MANAGEMENT DISCUSSION AND ANALYSIS, CONT.

Taxes to the City of Victoria represents grants in lieu of taxes paid under the *Municipal Aid Act*. These taxes decreased over last year ($0.2 million) due to an accounting timing difference on transfer of title in 2005/06.

Other operating costs include information systems, office expenses, insurance, professional services, etc. These costs have remained consistent through the years.

Donations – Funds were provided to the Friends of the Royal British Columbia Museum Foundation (Friends Foundation) to be used in funding future museum and archives projects at the Corporation. The contribution is part of a long-standing economic partnership with the Foundation (previously the Friends of the Royal British Columbia Museum Society) to assist and support provincial museum and archives initiatives and projects through attracting federal and other foundation monies.

Exhibition costs – The three special exhibits presented this year were *Fore! The Planet; Speed* and *Fatal Attraction.*

Amortization costs were lower year over year due to planned capital investment in permanent exhibits, operating equipment and information technology hardware and software purchases.

BALANCE SHEET

Cash and short-term investments decreased over last year in the same proportion as our payables decreased.

In 2006/07, $1.0 million was invested in new capital assets. Of these, 37% of the capital projects were funded by RBCM while the remaining 63% were funded through external sources. Major capital projects completed in 2006/07 included: the new permanent exhibit, *Ocean Station*; three multimedia films for the 3D map – *First Peoples, Water* and *Climate Change*; and funding towards a collection management software application.

Deferred capital funding increased due to funding received from third parties including: the Friends Foundation; Western Diversification; the BC Treaty Commission; and Imperial Oil. These funds are recognized into revenue as the funded asset(s) depreciate.

Accounts payable and accrued liabilities at the end of March 2007 are lower than the 2006 level due to shorter turnaround times on salary and benefits invoices and reduced leave liability balances.

PARTNERS

For every visitor that spends money at one of the on-site partners, the RBCM benefits from a steady revenue stream. The ability to draw visitors is in large part due to the marketing activities undertaken by the RBCM and its partners to provide a strong product base.

The Friends Foundation operates the Royal Museum Shop, builds memberships, collects donations, bequests and endowments, and supports projects undertaken by the Royal British Columbia Museum Corporation. During the past several years, the Friends Foundation has made significant financial contributions to the RBCM. In 2006/07, capital funding was provided in the amount of $0.475 million. Formal endowment programs have been established through the Friends Foundation in support of collection development and care at: the Victoria Foundation ($1.4 million) and the Vancouver Foundation ($0.010 million).

The Friends of the British Columbia Archives is an incorporated, not for profit organization managed by a Board of Directors elected from its membership. Its purpose is to foster awareness and support of the British Columbia Archives.

RBCM has a partnership with Destination Cinema Incorporated (DCI) who own and operate the National Geographic IMAX Theatre. The 400-seat theatre features both new and classic 2D films with up to five different films to choose from. RBCM receives a royalty from the theatre. This agreement is for 30 years and expires in 2028.

MANAGEMENT DISCUSSION AND ANALYSIS, CONT.

Food service and retail agreements that enhance our financial position were completed over the past year. The "Cafe Royale" kiosk located in the courtyard of the RBCM property (adjacent to Belleville Street) and Willie's Bakery have expanded their operation to include the Museum Café.

RISKS AND UNCERTAINTIES

Like similar cultural organizations across Canada, RBCM faces significant issues. These issues are outlined in detail in RBCM's 2007-08 Service Plan and include the following:

- The collections and holdings are at risk of deterioration without perpetual care. Some buildings housing artifacts, archival records and collections do not provide a suitable preservation environment.
- Significant building deficiencies in terms of access and ease of use, including portions of buildings which do not have wheelchair access.
- Fundraising is vital to RBCM's success and competition for funding in a market where demands are continuously increasing makes this challenging (a Development office is being opened in 2007/08 with the new Director of Development in May, 2007).
- Changes in technology require investment to maintain a full range of old and new technologies to ensure access to and readability of collection holdings created in older technology formats, particularly audio-visual and electronic materials, recordings and documents.
- Access to collections and holdings that are not part of an active exhibition are limited and prevent RBCM from fulfilling its education mandate.
- RBCM attendance is influenced by global trends in tourism and fluctuates when hosting temporary blockbuster exhibits. In 2007/08 with the hosting of blockbuster exhibits, it is anticipated that visitation levels this year will rise compared to the last few years.
- A general trend towards declining attendance is being experienced by museums across North America. Due to future years' outlook for tourism, the RBCM will remain cautious in its revenue projections from admissions.
- As RBCM's facilities are over 40 years old, requirements for repairs and maintenance will continue to escalate in the coming years. RBCM has developed a business case and a master plan for renewal of the site to transform the museum and archives for the next generation. This plan outlines the steps necessary to create new experiences, to preserve and add to our collections and to tell the stories of the people of British Columbia past, present and future.
- RBCM is facing a large turnover in staff and volunteers due to a maturing workforce and this creates a risk of knowledge loss and recruitment of volunteers. Approximately 53% of permanent staff will be eligible to retire by 2010.

MANAGEMENT DISCUSSION AND ANALYSIS, CONT.

FUTURE OUTLOOK

Future financial projections indicate positive operating results. Salaries and benefits increase in 2007/08 with the addition of a Development office and additional facilities staff. Future years' salaries are anticipated to have a 2% growth per year. Other expenses are either forecasted to remain the same or have up to a 1% increase.

Summary of financial results 2006/07 budget forecasts for the next 3 years

Statement of Revenue & Expenses (millions)	Actual 2006/07	Forecast 2007/08	Forecast 2008/09	Forecast 2009/10
Revenue				
Operating contributions from the Province	15.273	14.473	12.648	12.794
Museum admission fees	3.597	6.076	4.331	4.374
Other income	1.948	1.957	2.011	1.996
Total Revenue	20.818	22.506	18.990	19.164
Expenses				
Salaries and benefits	8.158	8.599	8.774	8.920
Building costs	2.068	2.343	2.367	2.390
Taxes - City of Victoria	.906	0.927	0.936	0.945
Other operating costs	3.394	4.231	3.991	3.993
Security costs	0.888	0.903	0.948	0.958
Donations	3.000	0.000	0.000	0.000
Special exhibits	1.094	4.576	1.000	1.100
Amortization	0.757	0.918	0.919	0.841
Total Expense	20.265	22.497	18.935	19.147
Net Income (Loss)	0.553	0.009	0.055	0.017
Retained Earnings	13.058	13.067	13.122	13.139
Capital Expenditures	1.000	1.970	.250	.405
FTE's	123	130	130	130

MANAGEMENT DISCUSSION AND ANALYSIS, CONT.

Enhancing existing and establishing new revenue-generating activities is essential to attain our goal of financial sustainability. The RBCM's fundraising success is necessary to the maintenance and growth of business operations. RBCM continues to depend on the Friends Foundation for the establishment of endowments.

Accessibility to the collections is a priority for the RBCM and as such began the planning and design of a collection management system which was completed in 2006/07. In 2007/08, British Columbians across the province will be able to electronically access items currently held in our provincial collections and holdings from virtually anywhere there is internet access.

The RBCM will host two special exhibitions in the 2007/08 year, a six-month major blockbuster *Titanic: The Artifact Exhibition* and a six-week traveling exhibit, *Treasures of the Tsimshian from the Dundas Collection*. This traveling exhibit, which showcases exquisite pieces of BC First Nations art, is being coordinated by the RBCM with financial support from Westerkirk Financial Inc. and will be opening in multiple locations across Canada over the next two years.

In celebrating British Columbia's 150th anniversary of the establishment of the Crown Colony, the RBCM will create an exhibition at the RBCM and develop a traveling exhibition component for the BC Heritage Branch in support of a planned tour across British Columbia on the Royal Hudson train.

The RBCM's facilities have reached a point in their life cycles where significant capital investment is required. Next year the Corporation will spend $3 million to assist in the most critical of our projects – the upgrading of the buildings for life safety and retaining Category A status for major exhibits.

SUMMARY

In our efforts to remain a world-renowned museum and archives and preserving British Columbia's archival, natural and human history, operating challenges are identified. To this end, we have established a long-term Business Plan which provides a clear strategic direction in the areas of capital planning and collections stewardship (care and custody of the provincial collections).

APPENDIX A

STRATEGIC ISSUES AND RISKS

The RBCM has demonstrated the following strengths to achieve the direction provided in the 2006/07 Service Plan:

- The RBCM has a strong knowledge base of the human and natural history of all of the regions within BC and is recognized as a Canadian leader in providing innovative ways to broaden accessibility to its collections.
- The RBCM has a proven track record of hosting and developing exhibits which significantly influence travel and related tourism spending. Growing interest in cultural tourism provides opportunities to attract new visitors to museums and archives. Planning is under way for the installation and opening of *Titanic: The Artifact Exhibition* on April 14, 2007.
- The BC Archives holds the province's documentary history.
- Breadth and completeness of the combined archival records, artifacts and specimens under the RBCM corporate structure provides a comprehensive view of BC history.
- The RBCM is the only institution in the world with a mandate to preserve and interpret the history of British Columbia.
- The RBCM has collaborative working relationships with First Nations, regional and local governments, community heritage and archive organizations, primary and post-secondary education institutions and tourism associations.
- The RBCM has a strong professional relationship with museums and archives both nationally and internationally.
- The RBCM works closely with the local tourism industry.
- Knowledgeable staff support the RBCM's operations.
- The RBCM's operations are supported by a large and dedicated group of volunteers. This volunteer force is among the largest of Canadian cultural institutions.
- Through its international reputation, the RBCM demonstrates a strong and successful record in the hosting of temporary exhibitions, particularly blockbusters such as 2004's *Eternal Egypt: Masterworks of Ancient Art from the British Museum*, and the upcoming *Titanic: The Artifact Exhibition* opening on April 14, 2007.
- Regional programs engage British Columbians.
- Vision for the future is laid out in the Master Plan/ Business Plan which was presented to government in August, 2006.

The RBCM has undertaken, with the assistance of a third party, an analysis of the risks facing the Corporation. This analysis included the risk to the collection using a leading edge work-based research model developed by the Canadian Museum of Nature. In conjunction with experts from the private sector, the RBCM also has detailed analysis on the risk to all aspects of the RBCM's building infrastructure.

Retail, financial and market analysis has been undertaken to ensure the financial risks are fully understood.

In compliance with the Shareholder's direction, the RBCM has developed a comprehensive business plan to address many of the long-term challenges facing the organization. Significant capital investment will be required to implement the business plan. Risks, mitigation and results that affected the RBCM's ability to deliver the 2006/07 Service Plan are outlined in the following table:

Area of Risk	Risk	Plan for Mitigation	Key Responses
Collections	The collections continually grow resulting in increased costs which require larger spaces to ensure preservation of the collections. The RBCM's resource base places constraints on the development of the collection.	The Master Plan articulates the long-term growth of the collections to ensure provincially significant treasures are acquired, preserved and made accessible to all British Columbians.	We have complied with the Shareholder's direction to prepare a Business Plan which will require significant capital investment to implement.
	Records, artifacts and specimens require perpetual care to guard against risk of deterioration. The three areas of highest risk are: • Ornithology and archaeology • Audio-visual material and electronic records • Lack of fire suppression in buildings storing artifacts	A comprehensive review of the collection has been completed which has provided an organization-wide perspective of the risks to the collection, and a strategy for minimizing risks caused by deterioration. The Collections Development Strategy has been initiated to set priorities through selective acquisition and de-accessioning of collections.	A project to install new cold storage facilities is in the planning stage and is expected to be complete during fiscal 07/08.

Area of Risk	Risk	Plan for Mitigation	Key Responses
	Investment in building renovation and infrastructure is required to expand exhibition space and adopt modern environmental controls and maintain international Class "A" rating, allowing us to provide adequately safe conditions to house objects certified as Canadian Cultural Property.	The Master Plan envisions a new collections building, specifically designed to protect British Columbia's cultural assets. The building will become the home of the collections providing increased public access and addressing the limitations of the aging building infrastructure.	We have complied with the Shareholder's direction to prepare a Business Plan which will require significant capital investment to implement. A project is underway to address HVAC deficiencies – beginning in the temporary gallery spaces. The entire complex will be reviewed and a project implemented during 07/08. RFPs for HVAC upgrade services will be let to tender in early 07/08.
	Risk of knowledge loss through retiring staff.	A strategic staffing analysis has been completed and is part of a broader succession plan. The strategy identifies specific actions necessary to resolve projected staffing and competency requirements.	A corporate, multi-faceted "People Plan" has been developed and includes a mentoring/coaching program and an apprenticeship program to address key positions within the RBCM.
Access	To deliver existing public services, the RBCM relies on 450 volunteers providing 45,000 volunteer hours (25 FTE) annually to supplement staff. The volunteer contingent is also aging, creating illness and attrition issues and requires continual recruiting. Volunteers are an integral part of programs delivery. As the volunteer base ages, the availability of programs is impacted.	The RBCM is actively recruiting new volunteers and is training a new generation of volunteers through its Junior Docent program. In addition, the RBCM is developing volunteers from other new resource areas such as ESL students, whose volunteer work with the RBCM helps them to improve their language skills.	Volunteer recruitment continues successfully. In addition to the base complement of volunteers (approximately 400); another 160 volunteers and 40 junior docents have been recruited for *Titanic: The Artifact Exhibition*, filling 140 assignments per week during the run of the special exhibition.
	The ability to provide province-wide access to the collections depends on investment in information and communication technology.	The RBCM is acquiring a robust Collections Management software application to improve management and access to its collections information, including internet access to the collections database.	The Collections Management Software has been acquired; and implementation is under way and is expected to be fully implemented and in active use by 3rd quarter 07/08.
	The RBCM has developed and maintains a strong outreach program. However, the outreach program has been maintained in part by third-party funding, which ends this year.	A modified regional program is being developed within existing resources.	The outreach program development is being done in conjunction with the BC2008 (BC's 150th Anniversary) celebration exhibition.
	Government records exist which require cataloguing and preservation prior to their public accessibility. These records are at risk of deterioration and inaccessibility without corrective action and funding.	The RBCM has developed a fee for service model for the management and preservation of future government archives. Government records received in the future will be archived on a cost recovery basis.	Government has not yet committed to purchasing services under the RBCM's fee for service model.
	Visitors with physical disabilities cannot visit all of the RBCM exhibits. Complex renovations are required to allow full access to the First Peoples and Modern History galleries.	The Master Plan will address these inadequacies in a comprehensive and integrated manner. Any changes require a complete upgrade to the current code which is a sizeable and costly undertaking.	We have complied with the Shareholder's direction to prepare a Business Plan which will require significant capital investment to implement.
Revenue and Funding	Visitor levels are greatly influenced by tourism. World events may negatively impact attendance. During the 2005 tourism season, BC experienced a decline in visitation, particularly from US visitors. This decline directly impacted RBCM attendance.	The RBCM is working in partnership with the tourism sector to create awareness of the new regulations impacting the US/Canada border.	RBCM Executive sit on Tourism Victoria Board and on select subcommittees; the Capital City Executives' Association; and the Chamber of Commerce (Victoria).

Area of Risk	Risk	Plan for Mitigation	Key Responses
	The RBCM must compete in the international marketplace for exhibits requiring significant investment of funds.	Regular refurbishment of the RBCM's world-class galleries, development of engaging programming, and the addition of attractive temporary exhibits, as described by the Master Plan, are essential to attracting new and repeat visitors to BC and Victoria.	The RBCM can make modest changes to the gallery. Significant capital investment is required for the implementation of the Master Plan.
	The expectation of the visitor in terms of service provided in a modern museum and archives.	The Master Plan describes significant expansion of food services with world-class west coast dining at our new café and restaurants, which will provide a culinary journey through British Columbia, featuring the province's food and wine. Expanded shopping at the RBCM will showcase the work of British Columbian artists, craftspeople and authors. Gallery kiosks will offer visitors themed merchandise as well as 'gallery exclusive' products.	This implementation will require a capital infusion. The first step will be to move forward with rezoning.
	The RBCM's fundraising success is essential to operations. The RBCM is competing for funding in a market where demands are growing.	The implementation of the Master Plan and proceeding with a robust capital campaign.	The RBCM has hired a Director of Development whose mandate is to establish and operate a fundraising branch for the RBCM.
	The dependence on long-term funding without which we will not be able to respond to opportunities.	The establishment of endowment and restructure of not for profit affiliates: Friends / Foundation.	The restructure of the Friends Foundation is complete, and the Foundation has established an endowment with the Victoria Foundation.

APPENDIX B

RESEARCH/ PUBLISHED ARTICLES

Below is a list of selected publications associated with current research projects authored or co-authored by Royal BC Museum Corporation staff, volunteers, research associates and collaborators.

PUBLISHED ARTICLES

NATURAL HISTORY

Cannings, R.

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Hebda

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Hanke

Hanke, G.F. and M.V.H. Wilson. 2006. Anatomy of the Early Devonian acanthodian *Brochoadmones milesi* based on nearly complete body fossils, with comments on the evolution and development of paired fins. Journal of Vertebrate Paleontology. 26(3): 526-537.

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Layman

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Mackie

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IN PRESS PUBLICATIONS

This list includes publications in press for 2007-2008.

NATURAL HISTORY

Hanke

Hanke, G.F., M.C.E. McNall, and J. Roberts. *In press.* (2007). First Records of the Yellow Bullhead (*Ameiurus natalis*), a Loricariid Catfish (*Panaque suttonorum*), and a Silver Pacu (*Piaractus cf. P. brachypomus*) in British Columbia, Canada. Canadian Field-Naturalist.

Wilson, M.V.H. and G.F. Hanke. *In press.* (2007) Paired fins of jawless vertebrates and their homologies across the agnathan-gnathostome transition. *in:* H.-D. Sues, and J. Anderson (eds.), Major transitions in Vertebrate Evolution. Indiana University Press.

Lambert

Lambert, P. *In press. Brittle stars, sea urchins and crinoids of British Columbia, Puget Sound and Southeast Alaska.* Victoria, BC: Royal British Columbia Museum Corporation.

Lambert, P. *In press.* Sea cucumbers of the arctic and west coast of North America. In *Common and scientific names of aquatic invertebrates from the United States and Canada: Echinoderms*, edited by. Bethesda, Maryland: American Fisheries Society.

Lambert, P. *In press.* Sea cucumbers of the Central California coast. In *Light's Manual*, edited by J.T. Carlton. Berkeley: University of California Press.

Marr

Marr, K.L., Y.M. Xia and N.K. Bhattarai. *in press.* Allozymic, morphological, phenological, linguistic, plant use and nutritional data on wild and cultivated *Benincasa hispida* (Cucurbitaceae) from Nepal, southern China and northern Laos. Economic Botany.

Cheney, M. and K.L. Marr. *In press.* Oxypolis occidentalis from the Queen Charlotte Islands, British Columbia.

Philip Lambert, the RBCM's curator of invertebrate zoology, examines a Giant Red Sea Urchin.

Three jeeps from the Western Command Military Vehicles Historical Society in Victoria greeted visitors during the RBCM's Remembrance Commemorations, November 4–11, 2006.

A new species for Canada. Canadian Field Naturalist.

Forsyth
Forsyth, R.G. *In press.* Terrestrial gastropods of the upper Fraser Basin, British Columbia. *Living Landscapes*, Royal BC Museum Corporation, Victoria. http://www.livinglandscapes.bc.ca/upperfraserbasin/snails/.

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Kirkendale
Kirkendale, L. *In press. Ten new species of Cardiidae (Mollusca: Bivalvia) from New Caledonia and the tropical western Pacific.* Zoosystema 29(1) late March 2007.

ANTHROPOLOGY AND MODERN HISTORY

Keddie
Keddie, G. *In press.* "An Arrow From the Tsitsutl Glacier, British Columbia". Canadian Journal of Archaeology.

Turner
Turner, R. and D. Wilkie. *In press.* "Steam Along the Boundary".

APPENDIX C: PUBLIC PROGRAMS

Astronomy Day – May 6, 2006
The Royal BC Museum Corporation and Royal Astronomical Society of Canada presented a full day of family-oriented space activities and discussion by professional astronomers about the meaning of the universe, and to learn how amateur astronomers can observe space with regular binoculars and telescopes. Multimedia presentations will take visitors on a journey through the solar system, and offer a special look at Canada's presence in space.

8th annual Vancouver Island Regional Heritage Fair May 5, 2006
The Historical Heritage Fair provides local grade four to nine students with the opportunity to exhibit their original Canadian history projects. Several of the projects on display will be selected to go to the National Historical Heritage Fair in early July.

Discover Program Daily at 1:15 p.m.
Discover: Life on the Beach; Skeletons; Special Effects; Your Family History; Something You've never seen before; A History Mystery; Preserving Our Past
This unique program provides visitors with a 'behind-the-scenes' look at the museum and archives profession through storytelling, demonstrations and interactive experiences with our collections and holdings.

Remembrance Commemorations November 4 – 11, 2006 "Remembering the Past, Hoping for the Future"
The Royal BC Museum Corporation is proud to recognize the role Canadians have served in world conflicts and in peacekeeping work around the world. Many local veterans' organizations and community groups hosted a variety of special displays and events throughout the weekend, in addition to exhibits from the RBCM's collection including recruiting posters, uniforms and badges from the First World War.

An Old Fashioned Christmas at Helmcken House December 16 – 31, 2006
The traditions of Christmas and the celebration of the season as was common in the Victorian period was explored in this fun and educational program. Participants relived some of the traditional festivities of a Victorian Christmas.

School Programs
On-site school programs on a variety of subjects have been given every year for nearly 30 years at the RBCM.
Programs included:
- Fins, Feathers and Fur Grades K/1
- Wild World of Wolves Grades 2/3
- A Century Ago Grades 2/3
- A Day's Journey Grade 4
- Our Changing Climate Grades 4/5
- Wealth from the Ground Grade 5
- Marsh Monsters and Swamp Things: The Microscopic World of Wetlands Grades 6/7
- An Old-Fashioned Christmas at Helmcken House Grades 3/4/5

Adult Tour Program
Volunteer tour guides conducted highlights tours of the permanent galleries for pre-booked groups, new-volunteer museum and archives orientation and to host visiting dignitaries. As a value-added experience during the summer season, visitors could take 1 hour tours of particular galleries for an in-depth look at the human and natural history of British Columbia. The apprentice docent program continues to recruit and train new volunteers eager "to share our story with the world".

Junior Docent Program
A number of enthusiastic youth volunteer in the Helmcken House Christmas program, and in the permanent gallery animation program, where they educate and entertain. Forty additional junior docents were also recruited and trained this year to participate in *Titanic: The Artifact Exhibition*, opening April 14, 2007.

Generosity Abounds:

Sponsors and Supporters

April 1, 2006 - March 31, 2007

These generous contributions support many public programs, research and presentation efforts.

Royal BC Museum Corporation

We appreciate and acknowledge the continuing support of the Province of British Columbia

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Thank you to all our volunteers for the time contributed.

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ALIGNMENT WITH THE GOVERNMENT STRATEGIC PLAN

The RBCM's vision supports specific aspects of the Five Great Goals.

1. **To make BC the best educated, most literate jurisdiction on the continent.**

   The RBCM supports British Columbia's education system by providing free access to the public galleries to over 34,000 students annually. The RBCM will continue to operate popular school programs on a cost-recovery basis. The *Amazing Time Machine* and *Virtual Museum*, online gallerias based on the school curriculum, reach millions annually and provides important support for education. In addition, the RBCM contributes research for the creation of books that are available in schools and university libraries. Teachers and students enjoy education materials and programs that are developed by the RBCM.

   The RBCM will continue the partnership with government organizations, such as the Vital Statistics Agency, to maintain and add to the birth, death and marriage indices, which are a popular source of genealogy research. The RBCM is the Archives of the Government of British Columbia and meets the government's archival obligations under the *Document Disposal Act* and the *Museum Act*.

   Information about our collections and holdings is available to all British Columbians remotely at libraries, homes and businesses via the internet.

2. **To lead the way in North America in healthy living and physical fitness.**

   Healthy minds ensure healthy bodies. The RBCM, Island Farms Dairy and BC Transit continue to support a joint program where BC Transit transports inner city schoolchildren to the RBCM for a program and Island Farms provides a healthy snack.

   Volunteers are integral to our success, and their involvement provides an opportunity to stimulate minds and share their knowledge with others. The RBCM actively engages the community through its recruitment of volunteers for continuing and special programs, linked to the collections and exhibits.

3. **To build the best system of support in Canada for persons with disabilities, special needs, children at risk and seniors.**

   We provide more than 400 complimentary gallery admissions to persons with disabilities annually. We are the place of choice for over 450 volunteers, of which 60% are seniors. In conjunction with the Vancouver Island Heath Authority, we are exploring funding opportunities for a program called "Memory Boxes", which have been shown to assist Alzheimer patients.

4. **To lead the world in sustainable environmental management, with the best air and water quality, and the best fisheries management, bar none.**

   The RBCM, through its Climate Change Exhibit and new Climate Change film being developed for the 3D BC Map, strives to illustrate the benefits of environmental awareness to all visitors. Many stations throughout the exhibit allow visitors to access the most current information regarding climate change and what each person can do around their own home that will help them with the impending changes. The films will be broadcast on the BC Map in the lobby of the Museum's exhibit hall beginning in May 2007.

   The RBCM is also proud to showcase hydrogen fuel cell technology developed in British Columbia by Angstrom Power, in partnership with the Ministry of Energy, Mines and Petroleum Resources. The RBCM's security team regularly use hydrogen fuel cell flashlights in the course of their duties and are keen spokespeople for the technology.

   The building blocks of the environment are the species that reside within it; and the staff at the RBCM identifies the species that exist in British Columbia. The preservation and study of the specimens in our natural history collection helps us determine changes that species are undergoing. They are used as a benchmark for evaluation as we examine the impacts of climate change throughout the province.

5. **To create more jobs per capita than anywhere else in Canada.**

   The RBCM works with many community and business partners to draw tourists and local residents to the RBCM. These include tourism bureaus, other leading attractions, tour operators, hotels, transportation companies, private sector corporations, Crown Corporations, and media partners.

   Our revitalization plans for the RBCM property will include public-private sector partnerships. The RBCM contributes to the private sector economy as British Columbia's second-most visited tourist attraction on Vancouver Island, after Butchart Gardens, contributing $63 million in direct annual spending in Greater Victoria. The RBCM's exhibits showcase the province's human and natural history, exploration and transformation. Special exhibits like *Titanic: The Artifact Exhibition*, opening April 2007, build excitement and draw new and repeat visitation.

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